A Year of Transitions

2011/12 Annual Report

COMMUNITY LIVING
BRITISH COLUMBIA

A Year of Transitions

People's lives don't stand still — their needs and desires change over time. CLBC is committed to helping people respond to the transitions that life brings. CLBC has also experienced both expected and unexpected transitions this past year. And like the individuals and families we serve, CLBC must draw on its resilience, its innovative thinking and its relationships with others to help manage these challenges and opportunities. That's why we've chosen the theme "A Year of Transitions" to help us tell the CLBC story. And that's why we've chosen to feature a video series produced in 2011/12 in this annual report. These stories demonstrate the success of individuals living with developmental disabilities and the service providers who care for them. They highlight tales of resilience, compassion, innovation and community building.

About Community Living British Columbia

- CLBC impacts the lives of thousands of British Columbians by funding services that support adults with developmental disabilities to live and participate in their communities.
- More than 14,200 individuals with developmental disabilities are registered for service with CLBC.
- Our services are delivered through a network of 5,100 contracted service providers around the province.
- Ninety-three per cent of CLBC's $704 million expenditures in 2011/12 was spent directly on programs and services for people eligible for CLBC supports and their families.

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This Year's Highlights

- As of March 31, 2012, 14,241 eligible individuals with developmental disabilities were registered for services with Community Living BC; this is a 5.6 per cent increase compared to March 31, 2011 and a 37 per cent increase over the last five years.
- CLBC achieved a balanced budget for the 2011/12 fiscal year.
- CLBC used $8.9 million in funding from the B.C. government in September 2011 to provide additional supports and services for adults and families.
- In January of 2012, CLBC's 2012-13 total operating budget, which includes operating contributions from the Province, was set at $748 million – an increase of $47 million over the 2011-12 budget.
- In January 2012, the Province of British Columbia announced a new 12-point plan for supports for persons with developmental disabilities, which addresses both CLBC and the government-wide system of supports. As part of this plan, the Province is providing an additional $40 million in funding in 2012/13 to improve services including those provided to transitioning youth.
- Since the release of the comprehensive 12-point plan in January, an inter-ministry team, which includes CLBC, has been working to address all the recommendations and develop an integrated delivery system to provide resolution for the long term.
- From March to November 2011, CLBC sought input from stakeholders to develop a new three-year Strategic Plan to guide the organization. Involved in plan development were CLBC Board and staff, government, CLBC's Community Councils and its Provincial Advisory Committee, and other stakeholders.
- The government is committing $10.3 million annually for the Personal Supports Initiative (PSI), to provide supports to adults diagnosed with Fetal Alcohol Spectrum Disorder or Pervasive Developmental Disorder (Autism). As of March 31, 2012, 341 adults have been confirmed eligible and are receiving supports and service through the PSI.
- Through PSI, CLBC is collaborating with the Provincial Health Services Authority, BC Housing, and the Ministries of Social Development, Health, and Justice to screen inmates for Fetal Alcohol Spectrum Disorder prior to their release from three B.C. correctional centres. Once they are released, community agencies can provide needed support.
- In June 2011, CLBC introduced an online contract management system following a pilot project demonstrating that the new system significantly saves time over manual completion of contracts. All contracts are now updated and housed in the new system.
- CLBC's Board meetings now include the opportunity for the public to observe and participate. Two web pages have also been developed to promote and describe ways to access the Board directly by attending open Board Meetings, asking questions or making presentations prior to Board Meetings, or emailing the Board directly.
- Community Living BC and the Family Support Institute have worked together to create a new safeguards resource, *The Power of Knowing Each Other: Stories about Informal Safeguards told by BC Families*. This book contains a number of stories plus a foreward and concluding story about the creative and unique connections families have built and nurtured with their family members who have a developmental disability.
- In June 2011, CLBC launched icanbesafeonline.com, Canada's first website dedicated to educating adults with developmental disabilities and their families on how to use the Internet safely.
- CLBC received recognition from its community partners: The Penticton & District Community Resources Society recognized CLBC with a Partnership Award presented at their Annual General Meeting; and CLBC's North Region was recognized with a 2011 Excellence in Public Service Delivery Team Award for its work on the B.C. government's Homelessness Intervention Project. The Award, presented by the Public Sector Service Delivery Council, recognizes "significant contribution to the promotion of, and commitment to, excellence in public service delivery."
- CLBC has embraced the power of YouTube as a way to communicate in different ways with individuals and their families. In 2011/12, CLBC uploaded 34 videos to its channel with content ranging from stories on inclusion to tips about online safety.
- In December 2011, CLBC staff and self-advocates celebrated the International Day of Persons with Disabilities at four Safeway locations around the province. In the Terrace, Vernon, Abbotsford and Maple Ridge Safeway stores, hundreds of visitors dropped by CLBC's information tables to learn about CLBC's "Start with Hi" and "I can be safe online" initiatives, as well as the importance and benefits of inclusive employment for adults with developmental disabilities.
- Community Living BC's *include Me!* initiative is measuring quality of life outcomes in the areas of independence, social participation, and well-being. This initiative will provide data about program effectiveness, inform CLBC decision-making, and help service providers make improvements in how they deliver services. A demonstration project in the Fraser Region in 2010/2011 featured 20 self-advocates, who were trained as interviewers using a structured questionnaire to interview over 325 other self-advocates about their quality of life.

Message from the CLBC Board Chair to the Minister

On behalf of the Board of Directors for Community Living British Columbia (CLBC), I am pleased to present our Annual Report for 2011/12.

A Year of Transition

In the past year, the gaps that exist between the services and supports we are providing, and the expectations of the individuals and families our organization serves, emerged as a very public issue. CLBC faced considerable criticism for the way it responded to the challenges we faced. Upon investigation, it became clear that on some occasions, CLBC lost sight of our core values and created stress and anxiety for individuals and their families. These unfortunate situations garnered considerable public notice, which led to more concern being brought forward.

CLBC's Board and staff have acknowledged and come to terms with the past shortcomings of our organization. Our people choose to work and volunteer with CLBC because we share a deeply-felt commitment to helping the individuals and families we serve live "good lives in welcoming communities." Throughout a year of significant transition, this enduring vision for CLBC has provided the touchstone for moving forward to address our organization's challenges.

Working for Positive Change

Ultimately, this time of transition for our organization has resulted in necessary and positive changes. The increased scrutiny on CLBC's activities has increased the broader public's interest in how British Columbia meets the needs of adults with developmental disabilities and their families — which is a good thing. There is a renewed commitment between CLBC and other ministries to work together to provide the best support to people with developmental disabilities. With government's support, we have also been able to analyze and frankly discuss the key challenges that face our organization, with a view to developing sustainable solutions that benefit everyone.

Significant steps forward have included:

- *September 2011:* An Internal Audit was launched by the Ministry of Finance to investigate CLBC's budget and management. The auditors reviewed CLBC's caseload, Request for Service List, operating costs, cost pressures and other areas.
- *September 2011:* A Deputy Ministers' Working Group was created and directed by the Premier to review CLBC and to make recommendations to improve the way in which adults with developmental disabilities and their families are supported and served in British Columbia.
- *October 2011:* A Client Support Team was created to work with individuals and their families who have expressed dissatisfaction about current services or feel these services no longer address their needs. By the end of the fiscal year, 249 individuals had taken advantage of the team's services, and 180 of the referrals were resolved.
- *November 2011:* At the request of the Minister of Social Development, CLBC submitted an Interim Report which provided an update on the current status of CLBC, described immediate changes being made, and outlined the Board's view of the longer-term changes envisioned for the organization.
- *November 2011:* The Minister of Social Development responded with a letter that directed the Board to focus its efforts on addressing current challenges related to:
  - Closure of staffed residential living facilities.
  - Responsiveness to requests for service.
  - Improved communication with individuals and families.
  - Youth in transition/cross-ministry issues.

  The letter also supported the immediate and medium-term direction outlined in CLBC's Interim Report.
- January 2012: The Province announced a comprehensive plan, including an additional $40 million in funding, to strengthen supports for British Columbians with developmental disabilities. The 12-point plan, which government committed to implementing immediately, includes:
  - Ensuring that families play a greater role in planning for their loved ones, while providing more flexibility in the supports available to them and supporting ongoing innovation in communities.
  - Improving planning and collaboration across government to ensure that individuals' needs are at the centre of all decisions.
  - Improving transition planning and processes for youth turning 19.
  - Maintaining CLBC as a Crown corporation.

- Increasing the focus on employment and training services to allow adults with developmental disabilities to lead full, rich lives as members of their communities.
- Creating a permanent appeal mechanism, modeled on the Client Support Team, for individuals and families who have concerns about the services that they're receiving.
- Expanding the mandate of the representative for children and youth, allowing her to follow youth involved with her office after they transition to CLBC.

Our Board of Directors and staff welcome these changes and will continue to facilitate their implementation into CLBC's planning and operations.

A Long-Term Vision for CLBC

CLBC recognizes there are often differences in needs, desires and expectations between the younger generation of people we support and those who are older. CLBC must balance the desires of older adults who may not want a change in how they are supported with younger families who want a completely different approach for their sons and daughters – one that includes employment, friends in the community and options for home settings. This requires CLBC to maintain a flexible model of supports and services.

To this end, CLBC met with the Ministry of Social Development to discuss the organization's three-year Strategic Plan, which will begin in 2012/13. The plan is intended to support government's recommendations to improve supports for individuals with developmental disabilities and their families.

In particular the plan calls for CLBC to enhance community participation and citizenship, to align with the "one government" policy framework and to promote innovation and resiliency. The plan will also embrace the new awareness of the needs of people with developmental disabilities and their families among the general population. This awareness will offer opportunities to encourage employment and community inclusion.

As we travel along this path, CLBC is committed to listening, learning, communicating, and engaging more with the people we serve. I'm confident that by working together with our partners and stakeholders, CLBC is well-positioned to regain public confidence and regain the trust that has made us a leader in supporting people with developmental disabilities.

Financial Position

By the end of 2011/12, our staff and service providers were supporting 14,241 adults with developmental disabilities and 341 individuals eligible for services through the Personalized Support Initiative. We endeavour to maximize the benefits of public funds and we are pleased to report that CLBC closed the fiscal year with a balanced budget on expenditures of $703.8 million. This includes $654.5 million for programs and services that was spent directly on the people that we support, a full 93 per cent of our total funding.

Accountability Statement

The *2011/12 Community Living British Columbia Annual Report* was prepared under our direction in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. We are accountable for the contents of the report, including what has been included in the report and how it has been reported. The information presented reflects the actual performance of Community Living British Columbia for the twelve months ended March 31, 2012 in relation to the Service Plan published in March 2011. The measures presented are consistent with CLBC's mandate, goals and strategies, and focus on aspects critical to the organization's performance.

The Board is responsible for ensuring internal controls are in place that will ensure performance information is measured and reported accurately and in a timely fashion. All significant decisions, events and identified risks, as of March 31, 2012, have been considered in preparing the report. The report contains estimates and interpretive information that represents the best judgment of management. Any changes in mandate direction, goals, strategies, measures or targets made since the 2011/12 Service Plan was released and any significant limitations in the reliability of data are identified in this report.

Denise Turner

From wood to watercraft

A unique job feeds a young woman's passion for woodworking

Brittany helps restore up to 25 canoes a year at Kettle River Canoes

Watch the video on YouTube
Community Living BC:
The Meaning of Inclusion

Restoring antique wood and canvas canoes to their former glory is a specialized skill requiring great precision and attention to detail. Few people would have the passion — or patience — to spend months stripping old varnish, bending cedar to make new canoe ribs, stretching canvas and applying new paint and varnish. But this isn't a problem at all for Brittany, who delights in every step of this age-old process.

For 16 hours a week, Brittany can be found in the workshop at Kettle River Canoes in Grand Forks, which is the only canoe restoration company in British Columbia. As an apprentice canoe restorer, Brittany works side-by-side with owner Mike to restore up to 25 canoes every year.

Brittany's transition from student to worker to crafts person started a few years ago.

Back in high school, she discovered her love of working with wood. After she graduated in 2011, she was eager to find a job that made the most of her skills. "I wanted to learn to expand my ability to make certain things out of wood," she recounts. "And so I found this job so I could learn a new kind of trade that hasn't been around very much."

CLBC provides funding to service providers across the province to help adults with developmental disabilities find and keep employment, and especially employment that allows them to make use the unique skills they have to contribute.

According to her boss Mike, the canoe restoration business suits Brittany to a tee. "The woodworking is extremely precise and I was looking for somebody who had that attention to detail," he says.

He adds, "We really do work as a team on all the restorations. Every step requires a lot of attention to detail. So it's very meticulous, very time consuming, and exactly what Brittany likes to do."

He looks over at Brittany. "It's a good fit, I think, the two of us," and Brittany nods in agreement.

"We really do work as a team on all the restorations."
01:25
2:54
To view the full length video, visit www.youtube.com/communitylivingbc

Organizational Overview

Community Living British Columbia (CLBC) is a Crown agency that funds supports and services that meet the disability-related needs of eligible individuals and their families in British Columbia. CLBC serves two groups:

- Adults with a diagnosis of developmental disability as assessed by a registered psychologist, using the criteria for mental retardation from the Diagnostic and Statistical Manual of Mental Disorders; and
- Adults with significant limitations in adaptive functioning and a diagnosis of Fetal Alcohol Spectrum Disorder or Autism Spectrum Disorder (also known as Pervasive Developmental Disorder).

Guiding Framework

Enabling Legislation and Mandate

CLBC's mandate is set out in the Community Living Authority Act and includes developing operational policies, ensuring standards are met and managing funds and services to address the needs of eligible adults.

CLBC is accountable to the provincial government through the Minister of Social Development and is mandated under the Community Living Authority Act to provide a range of supports and services for eligible adults with developmental disabilities.

Vision, Mission and Values

From March to November 2011, CLBC sought input from stakeholders to develop a new three-year Strategic Plan to guide the organization beginning April 1, 2012. As a result of this process, CLBC's vision, mission and values statements have been updated.

Vision

CLBC is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.

Mission

In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.

Values

- Respect for individuals, families, partners and staff
- Results matter
- Excellence through innovation and knowledge creation
- Open minds
- Value for money

Who CLBC Serves

CLBC is responsible for funding supports and services that meet the disability-related needs of eligible adults and their families. As of March 31, 2012:

- 14,241 adults with a developmental disability were registered for service with CLBC:
  - 5,589 were receiving residential and community inclusion services;
  - 696 were receiving support for independent living and community inclusion services; and
  - The majority of the remaining 7,956 adults and families were receiving community inclusion services and respite, or other CLBC services such as assistance to develop a support plan.
- 341 adults with FASD or ASD were registered with CLBC under the Personal Supports Initiative (PSI):
  - 45 were receiving shared living and community inclusion services;
  - 56 were receiving supports for independent living and community inclusion; and
  - 240 were receiving community inclusion services or other CLBC services such as planning assistance.

How CLBC Delivers Services

CLBC and its network of contracted service providers support individuals with developmental disabilities and their families in a number of important ways, including:

- Meeting peoples' disability-related needs and reducing their vulnerability.
- Helping families remain connected.
- Supporting people to participate in all areas of community life.
- Enabling people to connect with personal support networks.

14,241 ← adults with a developmental disability were registered for service with CLBC

5,589 ← individuals were receiving residential support and community inclusion services

341 ← adults with FASD or ASD were registered with CLBC under the Personal Supports Initiative (PSI)

CLBC contracts non-profit and private agencies, and individual caregivers, to provide family support, residential and community inclusion services, life-skills training and employment support. Professionals and independent contractors also deliver services such as behavioural support. This province-wide network of service providers comprises almost 3,100 contractors.

Individuals and families also have the option of individualized funding, which allows them to directly purchase services that are approved as part of their support plan, or to work with a service provider (using a host agency agreement) that will assist in arranging, purchasing and managing services and supports.

In 2011/12, CLBC managed $704 million in operating expenditures with 93 per cent spent directly on disability-related supports and services.

Supporting People, Ensuring Accountability

The first point of contact for individuals or families who are looking for support from CLBC is the CLBC facilitator. Facilitators work with individuals and families, using a person-centred approach to develop an individual support plan that describe their hopes, dreams and wants and identifies their strengths, needs and goals. Plans are developed by individuals and their families to address the kinds of support and service that individuals need to help achieve their goals. Facilitators act as a link to informal community supports, generic services and CLBC-funded supports and services. They also work with communities to promote inclusion and social, recreational, volunteer and employment opportunities for people with disabilities.

To support service delivery, CLBC Quality Service staff work with the network of service providers to make decisions on requests for funding for supports and services. CLBC analysts manage the allocation of resources in the face of competing needs. They develop and monitor contracts with service providers to ensure cost-effectiveness and quality. They also promote innovative support options and ensure crisis response capabilities are available in service areas.

CLBC emphasizes ongoing collaboration between facilitators and analysts. This helps ensure that support plans both meet the needs and goals of individuals and their families and make the best and most appropriate use of available resources.

The key concepts and beliefs that guide our service delivery approach are:

- Being included in and contributing to the community enhances quality of life.
- Opportunities for inclusion and contribution are increased by using services that citizens without disabilities do, such as public transportation.
- Informal supports provided by families, friends and neighbours can help people to access the wider community.
- Person-centred planning can help people access a range of funded supports and services that, when needed, have two primary goals:

1. Achieving things that are important *to* the person;
2. Achieving things that are important *for* the person.

CLBC Services

Supporting Adults and Families

Depending on their unique needs and goals, eligible adults and their families can access different types and levels of CLBC support. CLBC uses a person-centred approach to develop support plans that honour individual choice within policy guidelines.

Residential Support

Community Living BC supports eligible adults to live as fully and independently as possible in the community. Funding and the type of support provided depend upon the individual's current disability-related needs, support preferences, and preferred home environment.

- Supported Living provides assistance in daily living for adults who are living independently in the community and who own, lease, or rent their own homes. Supported Living services include outreach support and cluster living.
- Shared Living is an arrangement where an adult with a developmental disability shares a home with someone who is contracted to provide ongoing support. Shared living includes home sharing (the individual lives in the contractor's home) and live-in support (the contractor lives in the individual's home).
- Staffed Residential Living provides 24-hour support for daily living to an individual or group of individuals by a team of staff.

Community Inclusion

CLBC provides funding to assist adults with developmental disabilities to develop social and life skills that lead to greater independence. These services include:

- Employment
- Skill development
- Community-based group services
- Home-based services

Respite

Respite provides families with a break from the challenges of caregiving. Families can use this service in the manner that best suits their unique circumstances. CLBC may provide direct funding to families if they wish to coordinate their own respite services, or contract a community-based agency to coordinate the services.

Support for Aboriginal People

CLBC has a special focus on offering culturally appropriate, safe supports and services for Aboriginal peoples in a way that recognizes the importance of Aboriginal traditions, the knowledge and experience of communities, and the challenges facing people with developmental disabilities. This work includes employing an Aboriginal Advisor and working with a cross-province Aboriginal Advisory Council to ensure ongoing positive collaboration with Aboriginal people and their communities.

Specialized Mental Health Services

CLBC operates the Provincial Assessment Centre (PAC), a tertiary care mental health assessment and treatment centre serving individuals aged 14 and older who have a developmental disability and a mental health or complex behavioural issue. A 10-bed facility in Burnaby provides an assessment period of up to 90 days, with a six-month community follow-up. Assessment and treatment services include diagnosis, care plan recommendations and community consultation.

Support for Individuals and Families

CLBC funds a range of services for those who support an adult family member with a developmental disability. Services are designed to enhance the individual's overall quality of life and to strengthen the family's ability to manage. Services include:

- Psychological and behavioural services for individuals with mental health support needs
- Home-Maker services
- Support Coordination

One-time Grants

The CLBC-funded Family Independence Fund provides one-time only grants to eligible families for home renovations or vehicle modifications to help keep their young adults at home. The Fund was established at the Vancouver Foundations through the Giving in Action Society in 2007.

Promoting Safeguards

CLBC is strongly committed to ensuring the safety of the adults it serves, whether they are at home, at work or anywhere in their community.

Formal Safeguards

CLBC is responsible for a range of formal safeguards including standards, monitoring, licensing, external reviews and a complaints policy. As a designated agency under the Adult Guardianship Act, CLBC responds to allegations of abuse and neglect towards adults with developmental disabilities.

1,200 ← individuals and care givers were surveyed in December 2011

67% ← of all those surveyed were satisfied with the services received from CLBC

55% ← of families were satisfied, compared to 64% last year

Start with Hi

CLBC helps promote the informal safeguards that can help individuals stay safe in the community through their connections to family, friends and neighbours. CLBC continues its very successful "Start with Hi" public awareness campaign, which helps British Columbians realize that through small but important actions they can play a role in their communities to increase the safety of people with developmental disabilities.

I Can be Safe Online

CLBC is helping individuals safely enjoy the benefits of using social media sites such as Facebook and Twitter to stay connected to their friends and family. In June 2011, CLBC launched icanbesafeonline.com, Canada's first website dedicated to educating adults with developmental disabilities and their families on how to use the Internet safely.

Engaging Communities

Communities are our key partners in fostering inclusiveness and developing supports and services that meet individuals' and families' unique needs. CLBC's community engagement practices help develop strong relationships with communities throughout the province and work together to create welcoming places for people with developmental disabilities. CLBC achieves meaningful engagement with communities in the following ways:

COMMUNITY COUNCILS AND ADVISORY COMMITTEE TO THE BOARD

As an extension of CLBC, Community Councils collaborate with community partners to support full participation of adults in community life. Council membership includes adults with developmental disabilities, family members, service providers and citizens from all walks of life. An Advisory Committee to CLBC's Board of Directors, a requirement under the Community Living Authority Act, is made up of an adult with a developmental disability or a family member from each Community Council. As a link between communities and the CLBC Board, this Committee assists the Board with governance and decision-making.

STAKEHOLDER COMMUNICATION

CLBC communicates with stakeholders about issues of mutual interest through newsletters and website updates. The organization seeks community input on important policy and practice issues using forums and working groups. Senior management team members also make regular presentations to stakeholders throughout the Province on CLBC's roles and activities.

Board meetings are open to the public. As well, the Board conducts two meetings each year outside of the Lower Mainland where stakeholders can attend and ask questions. The Board holds regular, half-day, Listen-and-Learn sessions with stakeholders, including self-advocates and family members, to hear directly about the issues that are important to them. CLBC also connects with self-advocates and families through the Community Councils and Advisory Committee. These bodies play an invaluable role as advisors and sounding boards to management and the CLBC Board of Directors.

SEEKING FEEDBACK

Every year, CLBC engages a third party to conduct a satisfaction survey among a random selection of 1,200 individuals and their caregivers. This survey provides the data for four of CLBC's Performance Measures in this annual report. The results are used by CLBC to address areas that require improvement. Accredited agencies funded by CLBC also conduct, and act on, yearly satisfaction surveys. The results from the December 2011 survey are as follows:

- Overall, 67 per cent of all those surveyed were satisfied with the services received from CLBC, a four percentage point decrease from the last measure in December 2010.
- Satisfaction levels among families of adults have decreased this year with 55 per cent satisfied, compared to 64 per cent in December 2010.
- However, overall ratings among self-advocates have been stable and as found in previous measures, tend to be higher than among families of adults.
- A similar proportion as in the previous survey (26 per cent) report to have requested paid support or services that have not been provided.
- Opinions of the adequacy of safeguards in place in various areas of the individual's life have remained strong.
- Moreover, involvement in community and volunteer activities has been stable with slightly more than half (52 per cent) being 'regularly' involved in activities within the community and about 40 per cent involved in volunteer activities.
- Also, as found in the previous survey, approximately one-quarter (24 per cent) of families report the individual works for pay, and 40 per cent of self-advocates themselves report to be working.

40+ ← CLBC offices throughout BC

3,299 ← followers on CLBC Facebook pages

25,000+ ← views on CLBC's YouTube Channel

CLBC Across the Province

CLBC operates offices across the province. Each office is responsible for a geographic area incorporating several communities and is staffed with facilitators, a manager and administrative support staff. Community Living Centres also serve as a resource for individuals and families to find information, obtain advice and learn more about planning support.

Connect with CLBC

facebook.com/StartwithHi
The official Facebook Page of CLBC's Start with Hi initiative, www.startwithhi.ca

facebook.com/safeonlineCLBC
The official Facebook Page of CLBC's I can be safe online initiative, www.icanbesafeonline.com

twitter.com/safeonlineclbc
A place to receive new online safety tips and tricks from CLBC

facebook.com/CLBC.selfadvocates
A place for self-advocates and their supporters to share stories, meet friends

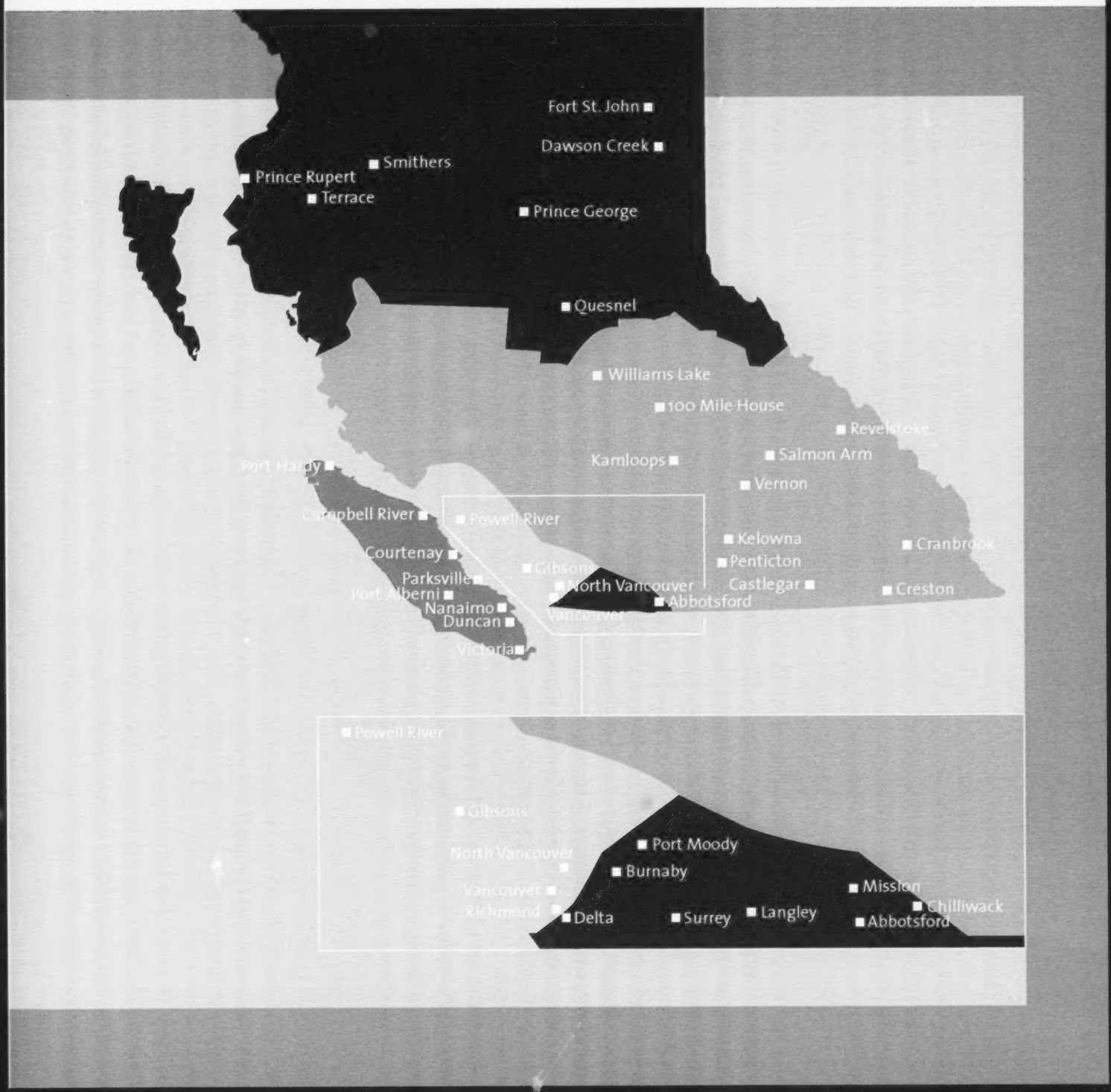
facebook.com/CLBC.families
A place where families can connect with each other to share stories, information and resources

twitter.com/clbc_connect
A place to connect with all of CLBC's communities

youtube.com/communitylivingbc
A place to watch and comment on CLBC's videos and stories

CLBC Offices Throughout British Columbia

100 Mile House
Abbotsford
Burnaby
Campbell River
Castlegar
Chilliwack
Courtenay
Cranbrook
Creston
Dawson Creek
Delta
Duncan
Fort St. John
Gibsons
Kamloops
Kelowna
Langley
Mission
Nanaimo
North Vancouver
Parksville
Penticton
Port Alberni
Port Hardy
Port Moody
Powell River
Prince George
Prince Rupert
Quesnel
Revelstoke
Richmond
Salmon Arm
Smithers
Surrey
Terrace
Vancouver
Vernon
Victoria
Williams Lake


Fort St. John
Dawson Creek
Smithers
Prince Rupert
Terrace
Prince George
Quesnel
Williams Lake
100 Mile House
Revelstoke
Kamloops
Salmon Arm
Port Hardy
Vernon
Campbell River
Powell River
Kelowna
Cranbrook
Courtenay
Penticton
Gibsons
Parksville
North Vancouver
Castlegar
Creston
Port Alberni
Abbotsford
Nanaimo
Vancouver
Duncan
Victoria
Powell River
Gibsons
Port Moody
North Vancouver
Burnaby
Vancouver
Mission
Chilliwack
Richmond
Delta
Surrey
Langley
Abbotsford

Corporate Governance

Role of the Board

CLBC is responsible to The Honorable Stephanie Cadieux, Minister of Social Development, through a Board of Directors that governs CLBC in a manner consistent with the government's mandate and policy directions. The Board ensures that CLBC complies with government's financial and other policies and applicable legislation.

The Board Chair is the key link between government and CLBC, advising the Minister on issues that materially impact CLBC business or the Minister's interests and accountabilities. The Board guides senior management's implementation of CLBC's service delivery model. Board meetings are open to the public and both the minutes and annual meeting schedule are posted on the CLBC website.

Under the *Community Living Authority Act*, the Minister can appoint up to 11 directors to the CLBC Board. The Board as a whole requires the skills, qualifications and experience to govern CLBC effectively.

The governance policies and practices of CLBC are fully compliant with the *Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations (Best Practice Guidelines) February 2005* issued by the Board Resourcing and Development Office, Office of the Premier of British Columbia. The Board Governance Manual can be found on CLBC's website.

Board Governance Principles

Based on the *Board Resourcing Development Office's Best Practice Guidelines Governance and Disclosure Guidelines for Governing Boards of B.C. Public Sector Organizations*, CLBC's Board uses these principles to guide how it exercises governance responsibilities. The Board hires the CEO and delegates to the CEO overall responsibility for the operations of CLBC within the parameters set by the Board. The CEO manages CLBC's human and financial resources. The CEO is the primary spokesperson for CLBC and the Board Chair is the primary spokesperson for the Board.

Board members must respect the organizational structure of management. A Board member has no authority to direct any employee of CLBC. Board members shall exercise the care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances. Board members should act honestly and in good faith with a view to the best interests of CLBC. In keeping with these standards, Board members are required to keep confidential any information about CLBC that has not been publicly disclosed including Boardroom discussions. Board members are required to avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director and disclose any personal interests that may conflict with the interests of CLBC.

Standing Committees of the Board

Three standing committees support the work of the Board:

Governance and Human Resources—Provides a focus on governance to help enhance CLBC's organizational and Board performance and assists the Board in fulfilling its obligations relating to human resources, including employee engagement, compensation, development and succession planning of human capital. Chair: Jan Marston; Members: Ernest Malone, Don Rowlatt, Elizabeth Hunt and Mark Duncan; Ex officio: Denise Turner

Finance and Audit—Assists the Board in fulfilling its oversight of finance and audit matters including reviewing financial information; strategic financial plans, operating and capital budgets; external and internal audit activities; the system of internal controls, risk management and information; and investment management activities. Chair: Arn van Iersel; Members: Don Rowlatt and Ernest Malone; Ex officio: Denise Turner

Quality and Service—Supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfill its responsibilities to ensure the quality of, and equitable access to, funded services. Chair: Norah Flaherty; Members: Darryl Harand, Arn van Iersel and Roberta Kjelson; Ex officio: Denise Turner

CLBC Senior Management Team

Interim Chief Executive Officer

Doug Woollard

Vice Presidents

Corporate Services
Richard Hunter

Policy & Program Development
Carol Goozh

Strategic Initiatives (one-year term)
Jack Styan

Directors

Communications
Roslyn Ingram

Quality Assurance
Paula Grant

Strategic Planning
Brian Salisbury

Regional Operations Directors

Fraser
Carla Thiesen

Interior
Lynn Middleton

Vancouver Coastal
Sharon Rose (Acting)

Vancouver Island and the North
David MacPherson

Membership of the Board of Directors

Denise Turner, Chair
Lower Mainland

Mark Duncan
Lower Mainland

Norah Flaherty
Lower Mainland

Darryl Harand
Okanagan

Elizabeth Hunt
North

Roberta Kjelson
Thompson

Ernest Malone
Lower Mainland

Jan Marston
Lower Mainland

Don Rowlatt
Lower Mainland

Arn van Iersel
Vancouver Island

CLBC would like to acknowledge the leadership and contributions of former Vice-Chair Ken Crump, who stepped down in February 2012 after six and a half years of service to CLBC.

From family to community

Family, community and ranching life come together for Kamloops man

Mannie Stewart leads a life that most British Columbians can only dream about: he's a real cowboy, complete with well-worn boots, a big white hat and a beautiful horse he calls Blackie.

Watch the video on YouTube Community Living BC: The Meaning of Inclusion

Mannie Stewart leads a life that most British Columbians can only dream about: he's a real cowboy, complete with well-worn boots, a big white hat and a beautiful horse he calls Blackie.

This outdoor lifestyle is perfect for Mannie, who has been around horses and animals since he was young. "I love rodeos and I love horses," he explains. "I got involved in the rodeo when me and my uncle were younger. We would do bareback riding together. And we would ride as a team."

He's grateful for the opportunity to be living his dream in Kamloops. "You don't get that many chances to be a cowboy. You've got to be tough and know your way around horses like I do." He cautions, "As long as you don't get kicked!"

Mannie has a strong connection to family and community life. He belongs to the Lower Nicola Indian Band. And he shares a home with his sister-in-law Joanne and her family. Before transitioning to his family's care, Mannie lived in an institution and later, a private care arrangement.

Now Mannie is independent but surrounded by community, children and activity. "It's so neat to see young kids accepting Mannie," Joanne recounts. "All my son's friends call him Uncle Stewie."

Mannie often pays a visit to The Horse Barn, a local cowboy supply store. He's greeted warmly by the store's owner, Tom, who has known Mannie for close to 20 years. "He's been coming in to the store for quite a while," Tom says. "It's nice to have him come in."

In the winter, Mannie has a job helping to clear snow off the roads with a snow plough. He also does smaller jobs around the community such as helping out at the racetrack and the local community centre. But his favourite thing is to be outside, riding and spending time with the horses.

"It's not all work," Mannie reflects, "It's basically all living. I like being a cowboy because it suits me."

"I like being a cowboy because it suits me."
01:25
2:54
To view the full length video, visit www.youtube.com/communitylivingbc

Report on Performance

Operating Context

CLBC's operations are affected by various factors, including growing demand for services and changing expectations among the people it serves. These issues are similar to those currently being experienced by the community living sector in many other jurisdictions.

Demographic factors

CLBC's goal is consistent with that of the government in terms of ensuring that individuals and families have the support that they need to lead full, rich lives. Demographic pressures and technology gains drive demand for CLBC services much the same way they do in health care. With more children surviving to adulthood, an ageing population and increasing public expectations, caseload and service expectations have increased each year.

Significant factors include:

- Increasing population served — Technology and health services extend life expectancy of adults with developmental disabilities. As a result, the overall population served by CLBC is increasing.
- Increased service requirements with age — As adults age, their needs change and more supports may be required to live in the community, or they may need to move into residential services.
- Earlier onset of age-related needs — Compared to the general population, the onset of health and capacity issues become evident up to 20 years earlier among adults served by CLBC. In the next 5 years, CLBC's 45-64 age group is projected to increase 14 per cent.
- Increasing age of family caregivers — The capacity to cope with adults living at home diminishes as family caregivers age. The result is an increasing number of adults requiring support, many of whom have never had prior contact with CLBC.
- Youth turning 19 — CLBC is experiencing increased parental expectations for community inclusion and employment support for youth turning 19. This results from increased awareness of youth with special needs in the school system, greater visibility of funded services due to the creation of CLBC, and CLBC's emphasis on transition planning in accordance with government's transition protocol. These expectations are different from older adults who have typically used more traditional day programs.

Increasing Uptake of CLBC Supports and Services

As of March 31, 2012, 14,241 adults with developmental disabilities were registered with CLBC. This figure represents a growth of 5.6 per cent over the past 12 months and a 37 per cent growth rate over five years. The annual rate of growth is expected to decline only very gradually over the next several years.

In B.C., the accepted prevalence rate of adults with developmental disabilities is 1.05 per cent. Historically, there has been a sizeable gap between the estimated number of B.C. adults who have developmental disabilities and the number of individuals who are actually applying for supports and services from CLBC. However, this gap is shrinking as youth enter the adult system; 2011/12 saw 1.13 per cent of B.C.'s 19-year-olds registering with CLBC compared to 1.02 per cent in 2010/11 and 0.9 percent in 2009/10. As well, as individuals and their caregivers age, many will require services for the first time. Both of these issues are important and continuing cost drivers for CLBC.

Caseload growth for 2011/12 includes 662 youth turning 19, and 302 new adults over age 19 registering with CLBC.

Personal Supports Initiative

In addition to the individuals with developmental disabilities that CLBC supports, as of March 31, 2012, 341 adults have been determined eligible for service through the Personal Supports Initiative (PSI). Of the 341 adults, 147 (43 per cent) were transitioning youth who became eligible at age 19. PSI was introduced in February 2010 to serve adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder. Adults eligible through this initiative can require various types of service for their lifetime that are based on their disability-related needs. A steady growth in annual expenditures is anticipated as the caseload increases. As this is a new group of individuals, CLBC is monitoring eligibility applications and service responses to inform future caseload forecasting and program planning. Tools used for resource allocation and budget management are similar to those used for adults with a developmental disability.

Changing Individual and Family Needs

Most young adults who qualify for CLBC supports and services want something different than what was previously provided to individuals when they turned 19 or left an institutional setting. Today's young adults have grown up being included in the public school system. They don't want group homes; they want jobs, friends in the community and a place to call their own. For youth transitioning to adulthood who aspire to independent living and employment opportunities, CLBC and government more broadly must be more flexible in responding to the different types of individual needs that present and offer more individualized choices to families to meet these needs. At the same time, CLBC must balance the needs of older individuals who prefer to remain with their existing supports and services.

Risks and Challenges

CLBC must identify and address the key risks and challenges that threaten its ability to deliver on its mandate. CLBC employs a formal enterprise risk management approach. This includes:

- Evaluating key risks associated with specific projects;
- Monitoring and reporting on agreed action plans for all significant organizational risks;
- Updating CLBC's risk register on a regular basis.

During 2011/12, CLBC focused on four key risks:

Key Issues	Status and Potential Impacts	Mitigation Strategies
Youth transitioning from MCFD	CLBC may not know the complexity of transitioning youth; families and youth may not be aware of supports and services CLBC provides. An inability to respond appropriately and provide supports and services to youth turning 19 could result in their needs not being met and create stress for youth and families. This could erode public confidence in government's ability to address a complex issue that affects multiple ministries.	▪ Work with partners for cross-ministry collaboration to respond to the diverse needs of adults served. CLBC is an active participant working with partners to harmonize the transition from youth to adult services to lessen the impact on individuals and their families. ▪ Implement the youth transition protocol and provide information to youth and families about CLBC supports and services and how they are delivered, including the benefits of using generic services and informal community supports. ▪ Employ resource allocation that supports transition planning, budget forecasting and crisis management and use the CLBC/MCFD Operating Agreement up to 18 months in advance to identify youth likely to require CLBC services at age 19.
Community living service system sustainability	CLBC is challenged to provide appropriate, responsive services and supports in the face of increasing demand, varying expectations from individuals and families, and finite resources. While funding is one issue, it is not the only issue threatening system sustainability.	▪ In 2011, government announced additional funding of $40 million to address urgent service needs. ▪ CLBC works collaboratively with the Ministries of Social Development, Children and Family Development, Health, Education and other agencies as required to improve integration and coordination of supports and services. ▪ CLBC's focus on aligning disability-related needs to services provided helps develop person-centred, innovative responses. ▪ The Personalized Supports Initiative provides opportunities for promising service innovations to shape how adults with developmental disabilities are served. ▪ CLBC will work with the Ministry of Health to assess and model the needs of the older cohort of individuals with developmental disabilities.
Data quality	▪ CLBC information systems cannot provide detailed client and costing information for service utilization. As a result it is difficult to accurately forecast funding pressures arising from caseload growth. ▪ A number of data gathering processes are manual and have the potential to impact data quality.	▪ In 2011/12, CLBC implemented a contract management system that provides document creation, contract/document management, evaluation and vendor management and reporting. The new system will support consistent contracting processes with services funded in a transparent and equitable manner. ▪ Some data quality issues will be improved in 2012/13 with upgrades and enhancements being developed for PARIS, the service delivery management system. Those involving individual and unit costing (service utilization) will require a significant development effort and administrative infrastructure in the next few years.
Stakeholder support	As CLBC has sought to drive service delivery change and greater system sustainability, stakeholder support has been negatively affected. The approach taken by CLBC staff and service providers at times increased stress and anxiety among stakeholders and contributed to resistance. A number of stakeholders who felt CLBC was not meeting their needs came forward publicly in 2011, sparking intense scrutiny of CLBC by government and the public.	▪ CLBC remains committed to improving and maintaining productive relationships with its stakeholders. ▪ The Client Support Team was created to provide an avenue for individuals and their families who are concerned with the level of supports they are receiving to have them quickly reviewed and ensure that services are in place to meet each client's unique needs. ▪ CLBC's new strategic plan will present an opportunity for CLBC and its partners to work more collaboratively through consultation and dialogue.

Organizational Capacity

In 2011/12, CLBC fell short of achieving a number of its organizational targets. This was due in part to issues of organizational capacity. These issues included:

- Even though 93 per cent of its expenditures are spent on providing services to adults eligible for CLBC supports, demand for services exceeds funding levels. This negatively affected CLBC's measured performance in a number of goals.
- Due to the limitations of its current information management systems, CLBC does not have sufficient detailed information to fully explain the increase in client service needs and the associated funding pressures. The following organizational strengths are helping CLBC address challenges in order to achieve its goals and objectives:

> Dialogue about new service possibilities and funding potentially innovative services is resulting in more cost-effective approaches.

> Progress is being made in resource allocation, improving equity and access, and data collection and analysis continues to be improved to better inform decision-making and future planning.

> CLBC has built a solid foundation upon which to make needed operational improvements.

> CLBC encourages stakeholder engagement in its initiatives.

> The Board, management and staff are committed to CLBC's vision, mission and values.

Goals, Strategies, Performance Measures and Targets

Going back to CLBC's 2009/10 annual report, the organization introduced a new set of goals and performance measures with baseline measures. This report tracks CLBC's continuing progress against those baseline measures.

CLBC's goals

Service Excellence: Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.

Organizational Responsiveness: CLBC is a best practice employer whose staff works effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.

Operational Efficiency: Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.

Benchmarks

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. While CLBC continues to explore potential national and international benchmarks, a key challenge is the lack of comparative data. Issues include:

- Jurisdictions often define services and outcomes in different ways.
- Populations served can differ somewhat.
- Funding mechanisms vary.
- Number of institutional versus community services can be different.
- Staff roles and organizational mandates may not be comparable.

Establishing appropriate benchmarks is an ongoing challenge for provincial community living service systems across Canada. Nationally, these organizations remain interested in exploring potential mechanisms for cross jurisdictional comparisons. CLBC continues to partner in these annual discussions.

Goal 1: Service Excellence

CLBC's mandate includes promoting choice and innovation and assisting adults to achieve maximum independence and live full lives. Service excellence speaks to the capacity and effectiveness of the service delivery system to respond to the disability-related needs and citizenship goals of adults with developmental disabilities.

Key Strategies to Achieve Service Excellence

- Provide information and training to stakeholders to help them better understand person-centred thinking and services.
- Maintain contact with vulnerable adults unlikely, or unable, to maintain contact with CLBC.
- Partner with the Ministry of Social Development and other government bodies to help adults gain streamlined access to provincial supports and programs.
- Continue to implement the Quality of Life initiative and support service providers to align their planning process and service delivery approaches to help achieve better outcomes for those they serve.
- Partner with community living stakeholders to increase the employment rate of adults.

IMPORTANCE OF THE MEASURES

The first measure is the percentage of adults and their families who feel well supported by their service providers. Levels of satisfaction are an overall measure of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Two other performance measures for service excellence relate to the use of funding mechanisms that support self-determination. Research indicates individualized funding and direct payments can help move towards a system in which personal choice is a major driver of what people create or access to meet their needs. The net effect is that the same, or similar, supports and services can be delivered in a more cost-effective way.

DISCUSSION

2009/10 was the first year that CLBC began measuring the percentage of individuals and families who feel well supported by their service providers. A baseline of 82 per cent was established, and CLBC set a target of 85 per cent going forward.

The actual percentage of 75 per cent for 2011/12 fell short of the 85 per cent target. This is a result of a combination of factors. CLBC has struggled to meet growing demand, creating sector-wide anxiety for individuals and family members who are concerned about retaining or putting in place needed support. In addressing these challenges, some practices pursued by CLBC created additional anxiety. CLBC will work more closely and communicate with individuals and families to understand service delivery issues. CLBC has refocused its practice and will work with service providers to identify strategies to achieve the targets that have been set for this measure.

Individualized funding and direct payments are important to CLBC's management of the service delivery system. However, results for both these measures were lower than targeted for 2011/12. Contributing factors included funding availability, a lack of awareness of the advantages that these payment options provide to users, and challenges associated with converting existing services to individualized funding. Also, these numbers do not reflect some families' use of alternate person-centred service delivery models. CLBC will continue to promote the use of these payment mechanisms in view of the benefits they bring. The targets for these two performance measures will remain at conservative levels for the next three years.

DATA SOURCES

A satisfaction survey is conducted each year with a random sampling of people who receive CLBC funded supports and services. Management consults with the Mustel Group to ensure the survey design is appropriate and results are accurate.

Data sources for individualized funding and direct payment are CLBC's service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted and accounting systems are also subject to internal and external audit processes.

	Performance Measures	Actual 2009/10	Actual 2010/11	Actual 2011/12	Target 2011/12	Targets 2012/13	2013/14	2014/15
1	% of individuals and families who feel well supported by their service providers	82% (baseline)	78%	75%	85%	85%	85%	85%
2	Number of individuals and families who purchase supports and services using individualized funding	168	257	314	225	475	575	650
3	Number of families who receive direct payments for adult respite	840	894	1,002	900	1200	1400	1600

Goal 2: Organizational Responsiveness

CLBC develops and funds support plans that blend formal (paid) and generic services and informal community supports to best address people's disability-related needs. CLBC also monitors contracted services to ensure that they are delivered in an appropriate, cost effective manner.

This requires CLBC to be an employer with a knowledgeable and accountable staff who is able to work effectively with local, regional and provincial partners to put in place innovative services that promote community inclusion and employment opportunities. Flexibility in the face of individuals' and families' changing needs and circumstances is critical and requires CLBC staff to be responsive. Organizational responsiveness speaks to how effectively CLBC supports community living programs and objectives. It is important that CLBC staff is flexible and responsive to individuals and families whose needs, circumstances or goals may change.

Key Strategies

- Make refinements to CLBC's delivery approach, supported by training for staff that supports effective facilitator/analyst collaboration.
- Revise policies and practice guidelines as needed and make them widely available, supported by organization-wide communication strategies.
- Build community capacity by investing in community engagement initiatives and partnering with stakeholders where appropriate.
- Make ongoing technology enhancements and upgrades to meet operational requirements.

IMPORTANCE OF THE MEASURES

Satisfaction levels are an overall measure of the service delivery system's responsiveness and its ability to appropriately serve adults and their families in a person-centred and flexible way.

DISCUSSION

Baselines were established in 2009/10 for the three measures chosen for this goal. CLBC is committed to eventually achieving a target of 90 per cent for Performance Measure 1. As Performance Measures 2 and 3 can be influenced by external factors such as budget availability, CLBC's longer-term target is 85 per cent for both these measures.

The actual results for all three performance measures were less than expected. As with the performance measure relating to CLBC's Service Excellence goals, this is a result of a combination of factors related to CLBC's current operating environment. Individuals with developmental disabilities and family members are anxious about obtaining needed supports and services at a time when CLBC is struggling to meet growing demand. In CLBC's efforts to address these challenges, some practices created additional anxiety for individuals and families, and service providers, resulting in an adverse impact on how CLBC staff is viewed. To regain trust, CLBC will work more closely, and communicate with, individuals and families to help establish greater clarity and transparency about service delivery issues.

DATA SOURCE

The same satisfaction survey cited in "Goal 1: Service Excellence" is also used for "Goal 2: Organizational Responsiveness."

	Performance Measures	Actual 2009|10	Actual 2010|11	Actual 2011|12	Target 2011|12	Targets 2012|13	2013|14	2014|15
1	% of individuals and families who feel their concerns were listened to	77% (baseline)	76%	70%	81%	83%	85%	85%
2	% of individuals and families who feel their concerns were addressed in a timely manner	70% (baseline)	67%	63%	74%	76%	78%	80%
3	% of individuals and families who feel they were provided with useful referrals and resources.	68% (baseline)	64%	63%	72%	74%	76%	78%

Goal 3: Operational Efficiency

CLBC is committed to ensuring the delivery of high quality, sustainable supports and services by ensuring as much funding as possible goes to needed supports and services. Operational efficiency speaks to CLBC's overall effectiveness in allocating and managing its financial resources.

Key Strategies

- Allocate funding to the 11 Quality Service Areas based on demographic and regional factors.
- Use the *Guide to Support Allocation* to consistently measure an individual's level of disability-related need and apply the *Catalogue of Services* to ensure an appropriate funded response.
- Link the contract management system to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making to ensure cost-efficient and appropriate services at the highest standard.
- Share information with individuals and families about the range of available support and service options.
- Replace or refine the *Guide to Support Allocation* pending recommendation from the inter-ministry working group.
- Continue to explore ways to involve new partners to leverage financial resources to create new approaches to innovative and sustainable service delivery.

IMPORTANCE OF THE MEASURES

CLBC allocated 93 per cent of its budget for direct services for individuals with developmental disabilities and their families. The remaining budget funds CLBC headquarters and field operations to deliver those services throughout BC. Ensuring the percentage of annual funding allocated to CLBC that is spent for direct service delivery is maintained at this, or a higher level, reflects the overall efficiency of CLBC in managing the service delivery system.

Residential services represent approximately 65 per cent of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes with four to five residents. In the last few years, people have increasingly chosen more person-centred options such as home sharing or semi-independent living. These more individualized models provide a paid caregiver who engages other citizens to be involved informally in the individual's life, with family members, friends and neighbours often playing important natural support roles which enhance quality of life. Choice of these residential options is based on meeting adults' disability-related needs and respective wishes of family.

Therefore, a key indicator of cost effectiveness is the percentage of individuals receiving residential services that live in smaller, less costly individualized arrangements where no more than two people live together.

DISCUSSION

This percentage of direct service delivery measure to track CLBC's operational efficiency was introduced in 2009/10. CLBC is committed to achieving a 93 per cent expenditure rate annually on direct services. This year, CLBC met its target.

The measure related to percentage of individuals in individualized settings was introduced in 2009/10, with a baseline of 58 per cent. This year, CLBC met its target of 60 per cent.

The targets chosen reflect conservative estimates (1 per cent increases each year). This will enable CLBC to develop and refine as necessary the additional capacity necessary to focus on more cost-effective, individualized residential services while ensuring stability for individuals with more complex needs who are already being served.

DATA SOURCE

The data source for measure one is CLBC's corporate accounting system, which is subject to internal and external audit processes. The data source for measure two is the PARIS service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services.

	Performance Measures	ACTUAL 2009|10	ACTUAL 2010|11	ACTUAL 2011|12	TARGET 2011|12	Targets 2012|13	2013|14	2014|15
1	% of annual funding used for direct service delivery	93%	93%	93%	93%	93%	93%	93%
2	% of individuals receiving residential services who live in smaller, individualized arrangements*	58% (baseline)	58%	61%	60%	61%	62%	63%

*Some staffed residential locations serve two or fewer individuals, and some home sharing locations serve more than two individuals.

From passion to profession

Employment program gets the ball rolling between job seekers and employers

Leif has bowled for over 15 years and always wanted to work in a bowling alley.

Watch the video on YouTube
Community Living BC
The Meaning of Inclusion

As an avid bowler for the past 15 years, Leif likes to spend time at Black Diamond Lanes in Prince George. These days, however, he's not just a customer. Leif has made the transition to becoming a passionate and indispensable employee.

Leif's boss Kyle tells the story: "Leif was coming in on a regular basis bowling and when I was considering hiring someone to clean the lanes and do basic maintenance, he came to mind. "I thought he enjoyed being around here, and he seemed to me to be perfectly capable of doing the job."

After confirming with Leif that he would be interested, Kyle approached the Prince George Association for Community Living, known as AiMHi. Through AiMHi's Infinite Employment Solutions (IES) program, Kyle and Leif both got the support they needed to ensure success.

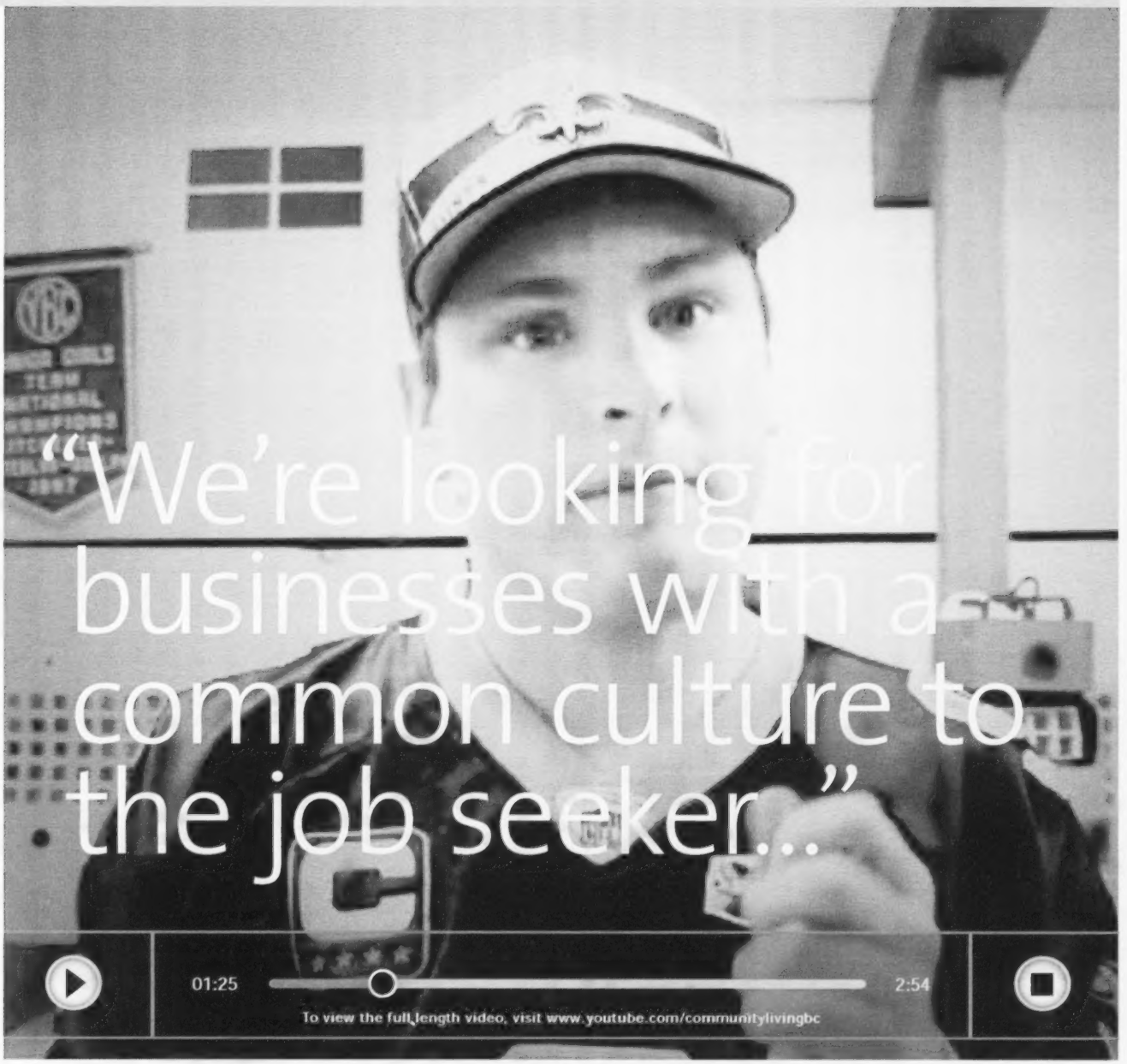
Leif's training has been completed under the watchful eye of his job coach, Brad. "I've been working with Leif, helping him learn his job at the bowling alley. He was really good and he learned it fast," Brad says. As Leif grew more comfortable with his duties, Brad would leave him on his own for a while. "Then I would come back and check on him to make sure he was doing everything right and ask Kyle how it was going."

Providing on-the-job supports is one of the services offered through the IES program, which helps people with developmental disabilities find meaningful employment within the Prince George community. IES matches job seeker's skills, abilities, and capabilities to the employment needs of local businesses. Currently, IES is supporting more than 150 individuals to work in the community.

"We're looking for businesses with a common culture to the job seeker, that have a need that we can match with the ideal employee," explains IES manager, Tamara. "In Leif's case it was quite seamless because bowling has been a lifelong passion for him and he understands all of the needs of customers in this business."

"We're quite pleased with the success of it and the support that AiMHi has provided us," Kyle enthuses. "We've been able to develop a great working relationship and I'm looking forward to continuing that into the future."

Leif sums it up: "I like working here because I give a good asset to the company. I love bowling and I love the job and I love helping Kyle. I'm doing a good job."


"We're looking for businesses with a common culture to the job seeker..."
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2:54
To view the full length video, visit www.youtube.com/communitylivingbc

Government's Letter of Expectations

A key component of the governance framework is the Government's Letter of Expectations (GLE). The letter describes the relationship between Community Living British Columbia (CLBC) and the provincial government, and mandates direction from government to CLBC. The GLE ensures a mutual understanding between the shareholder and CLBC on governance issues, mandate, core services, public policy issues, strategic priorities and performance expectations. It is reviewed annually and updated as required. The GLE can be found on CLBC's website.

This table summarizes key directions from government set out in the Government's Letter of Expectations for 2011/12 and the actions CLBC took to address them in that fiscal year.

GLE Directions	CLBC Actions
Report on Key Performance Indicators	■ CLBC reports on key performance indicators in the accountability and performance framework developed in partnership with MSD. ■ The contract management system and monitoring framework being implemented will identify ways to improve service provider performance and provide the information CLBC needs to report on achievement of goals and objectives. ■ CLBC is implementing the *My Life: Personal Outcomes Index™* survey to measure quality of life outcomes in the areas of independence, social participation, and well-being for adults using CLBC-funded supports and services. Data gathered will provide evidence about program effectiveness and inform CLBC decision-making and help providers make improvements in how they deliver services.
Implement Youth Transition Protocol	■ CLBC is one of nine government organizations that have signed a cross-ministry transition planning protocol that focuses on supporting youth with special needs and their families as they transition to adulthood. ■ As part of its commitment to shared responsibility for this issue, CLBC continues to be an active participant with the Ministry of Children and Family Development, the Ministry of Social Development, and other agencies in implementing the provincial youth transition protocol for a seamless transition of services for young people with special needs as they mature and become eligible for adult services.

GLE Directions	CLBC Actions
Implement Personalized Supports Initiative	■ This program area, which serves adults diagnosed with fetal alcohol spectrum or autism spectrum disorder that also have significant limitations in adaptive functioning, is now fully implemented. ■ Operational responsibility has been devolved to CLBC's five regions. ■ Results of an action research project completed in 2011 are informing how supports and services are delivered to this group of individuals. ■ CLBC is collaborating with provincial partners to screen inmates for Fetal Alcohol Spectrum Disorder prior to their release. Once they are released, community agencies provide needed support.
Continue to improve service delivery	■ CLBC continues to deliver innovative, cost effective services while addressing priority service requests. ■ Staff focuses on ensuring services provided are aligned with people's disability-related needs and that people served gain access to the same services that any community member would use, as well as the informal supports provided by family, friends and neighbours. ■ Accreditation, clear contractual expectations with service providers and a monitoring framework support efforts to provide high quality services. ■ CLBC engages in collaborative projects to combat the isolation, segregation and poverty of people with disabilities in B.C. CLBC and Lift Philanthropy Partners (formerly 2010 Legacies Now) have partnered to create the Community Living Innovation Venture, administered by Vancity Community Foundation. Funding will be offered for several pilot projects that engage other funders, community organizations and business leaders to find sustainable, innovative solutions.
Achieve carbon neutrality	■ A seven member "Go Green" Committee meets monthly by teleconference and monitors implementation of a climate action work plan. ■ "Go Green" staff leads in local field offices audit and encourage environmentally friendly, sustainable work practices.

Additional Direction from Government

The provincial government initiated a number of reviews in 2011 to respond to concerns in the community living sector about the lack of financial resource to meet growing demand, and CLBC's response to the challenges this situation created. These include:

CLBC Interim Report

At the request of the Minister of Social Development, CLBC presented an Interim Report to the Minister on November 2, 2011 which was released on November 18, 2011. The report addressed how CLBC was responding to current issues and outlined CLBC's longer-term vision. In response, the Minister requested CLBC to focus on four key challenges:

Challenge	CLBC Response / Actions
Closure of staffed residential living facilities	■ Staffed residential facilities (often called group homes) will always be available where this level of care is required. A closure may occur when the service provider no longer wishes to operate the facility or when one person is left in a staffed residential facility and there are vacancies available nearby for that person in another group home. ■ CLBC will take time to inform the person and family to ensure there is a shared understanding of the situation, explaining why a move is necessary and how the person's needs will be met in the new home.
Responsiveness to requests for service	■ CLBC will work with government to ensure more accurate and effective ways to measure the degree of need for those requesting services. ■ CLBC also used $8.9 million in funding provided by government in September 2011 to provide additional supports and services for adults and families on the Request for Service List, or those wanting to make enhancements to services they are already receiving.
Communication with individuals and families	■ CLBC will increase its focus on listening to and understanding the perspectives of adults and families. ■ Staff has been directed to listen carefully and to put the best interests of the person served at the centre of decision making when working with individuals and families in order to reach agreement on future directions.
Youth in transition/ cross-ministry discussions	■ CLBC is changing its approach to how planning is conducted with individuals and families. A project now underway with CLBC facilitators is focused on working with individuals and families to identify the amount of funding and/or services that will be available for needed supports and services at the beginning of the planning process. The goal is to help reduce the anxiety experienced previously when individuals and families would begin the planning process with raised expectations, only to learn that supports and services could not be provided.

Internal Audit and Advisory Services Review

In October 2011, an internal audit team from the Ministry of Finance began gathering information on CLBC's internal processes to report on a number of areas such as the demand for services, the agency's performance in allocating government resources, and the costs of services provided. Overall, the Internal Audit and Advisory Services Review found that CLBC funds were well managed and that the agency looks for cost effective and innovative ways to manage taxpayer funds. CLBC looks forward to working with government to respond to the Internal Audit and Advisory Services Review recommendations that include:

- Harmonize the transition from youth to adult service to lessen the impact on individuals and families
- Enhance information systems and business processes to provide more useful and reliable information for those waiting for services
- Address accountability, performance monitoring and conflict of interest management issues

Deputy Minister's Working Group

A Deputy Ministers' Working Group representing the Ministries of Health, Finance, Children and Family Development and Social Development was convened in September, 2011 to look at supports and services provided to individuals and families. The group focused on the suite of services and programs that families of individuals with developmental disabilities receive from across government, including CLBC services. The Deputy Ministers' Working Group concluded that CLBC's service delivery model is sustainable, but requires improvements in a number of areas. CLBC has committed to work with government to respond to the recommendations, which include:

- Implement a more consistent cross-Ministry assessment platform
- Use an integrated system to track demand, wait times and service delivery to increase confidence in the existing Request for Service List and in the ability of CLBC to provide supports based on actual, real-time need for services
- Increase focus on transition supports, employment services and individualized funding
- Support ongoing innovation in the community living sector, particularly those innovations developed by individuals and families.

Client Support Team

Adults receiving services from CLBC are also multi-ministry service recipients. Recognizing that effective cross-ministry collaboration is vital to quickly resolve issues, government created a Client Support Team (CST) in response to concerns raised by individuals and families about the services being offered to them by CLBC. Often concerns raised by individuals or families also involve another ministry. The team provides an avenue for individuals and their families who are concerned with the level of supports they are receiving to have them quickly reviewed by experienced staff who can ensure that the services are in place to meet each individual's unique needs. The CST has demonstrated that cross ministry problem solving is a key consideration in listening and responding to concerns.

As of March 31st, 2012 the CST had received 249 referrals from individuals and families. Of these, 180 were resolved, either through an increase in service by CLBC, MSD or the Ministry of Health (133 referrals), or through problem solving or improved communication (47 referrals). The CST has contributed to an improved working relationship between CLBC and the Ministries of Social Development and Health.

A New Plan from Government

As an outcome of its review process, in January 2012 the B.C. government unveiled a comprehensive plan to address issues and concerns around CLBC and the government-wide system of supports for British Columbians with developmental disabilities. It also committed to providing an additional $40 million in funding to increase capacity and improve services.

CLBC is working with the government on the best way to implement this 12-point plan. It is also aligning its new strategic plan to better reflect the "one government" approach to supporting individuals with developmental disabilities.

From solo to quartet

Home sharing opens the door to a rich life in the community

Marjorie is in a home care where she has the freedom to come and go as she wants.

Watch the video on YouTube Community Living BC: The Meaning of Inclusion

It's easy to see the love shared between Marjorie and her home share family: Ray, Sara and baby Tamara. Marjorie looks at Ray affectionately and pats his knee as she explains, "I live with Sara and Ray and they look after me."

Marjorie is one the many people supported by CLBC to live in a home sharing arrangement, where adults with a developmental disability share a home with someone who is contracted to provide ongoing support.

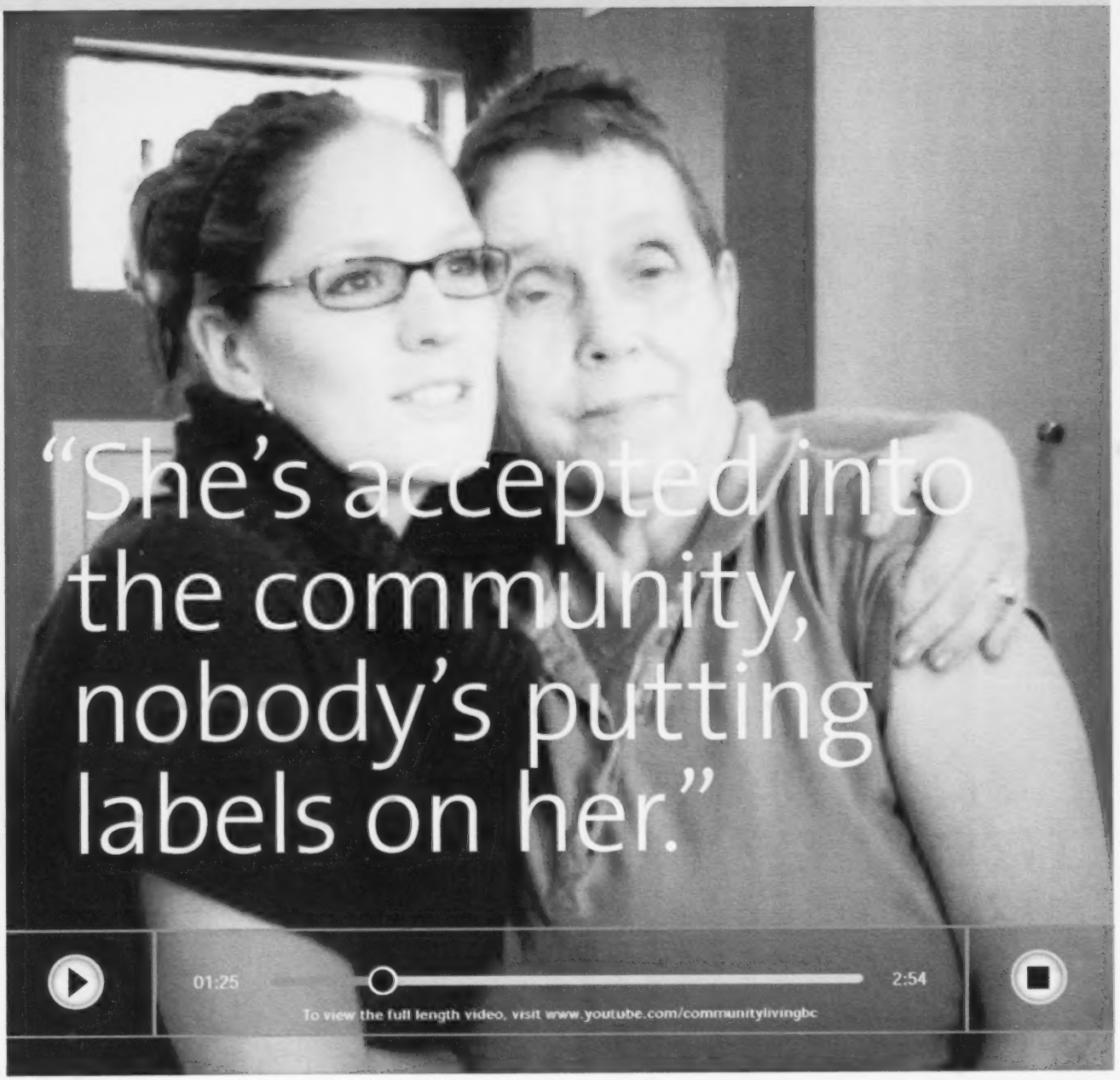
"It needs to be the right fit and the right relationship," Ray stresses. "We knew Marjorie for several years before, so we felt we'd already established a relationship and it made sense to take this next step." Transitioning from a friendship to a safe and loving home sharing arrangement was important to everyone. As Sara and Marjorie share a hug, Ray comments that they have been very close for over six years.

Ray explains how their home sharing arrangement works in practice: "We share our home and time with Marjorie, and help her with the things she does need assistance with, but we offer her as much independence as she desires and autonomy with how she comes and goes."

Sara adds, "She knows who's going to be here when she gets home and they're the same people every day. Her life is consistent and her days are consistent."

The family lives in a modern townhouse in East Vancouver which is close to transit, a community centre and a park. Marjorie's bedroom is bright and tidy, with her trophies and photographs proudly displayed. She loves to cuddle with baby Tamara and sing her songs.

One of the advantages to home sharing is the opportunity for individuals to truly be included in community life. Often, family members, friends and neighbours play important natural support roles. "In the complex where we live there's a central courtyard and people see Marjorie come and go," explains Ray. "The neighbours say "Hi" and Marjorie talks to their kids and I think it's a good thing that she's accepted into the community and nobody's putting any sort of labels on her."


"She's accepted into the community, nobody's putting labels on her."
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2:54
To view the full length video, visit www.youtube.com/communitylivingbc

Financial Report

Management Discussion & Analysis

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2012 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which we believe to be reasonable, based on information currently available but these statements are subject to risks and uncertainties that may cause actual results to differ from those forward looking statements.

History and financial structure

CLBC was incorporated July 1, 2005 and assumed from the Ministry of Children and Family Development (MCFD) the policy, budgetary, contractual and operational responsibility for the delivery of community living services to adults.

Over the following years, CLBC had certain responsibilities for delivering community living services to children with development disabilities and children with special needs, either directly or on behalf of MCFD. Effective October 31, 2009, MCFD assumed all responsibility for community living services to children and the related regional staff and support infrastructure was transferred to MCFD.

On February 1, 2010, CLBC implemented the Personalized Supports Initiative (PSI) to provide service to adults with significant limitations in adaptive functioning and a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder).

CLBC provides its program services through contractual arrangements with individuals and non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province, supported by corporate offices in Vancouver.

Ninety-three per cent of CLBC's expenditures are spent directly on contracted and direct program services to support individuals and their families.

Funding for CLBC operations is provided by contributions from the Province, recoveries from health authorities relating to individuals CLBC supports with health related issues, and other income and recoveries.

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year.

The *Community Living Authority Act* mandates that CLBC not operate at a deficit without the prior approval of the Minister.

2011/12 Operating Environment

Service Demand

The number of adults presenting to CLBC continues to grow at a higher rate than the overall provincial population. The number of adults registered with CLBC grew by 5.6 per cent in 2011/12 (6.0 per cent in 2010/11). The number of 19 to 23-year-olds continues to make up the bulk of the growth, with 739 of the 964 new individuals registering in the year being within that age group. In addition to the service demand generated by the increase in the number of individuals, demand is also impacted by the increasing disability-related needs of existing supported individuals as they age.

Service demand in 2011/12 was initially addressed through the continuation of re-design of existing services to align them with the disability-related needs of those supported, with the realization of savings to be re-invested in new service implementation to meet demand. As a result of additional funding being made available by the Province in September 2011, and at the direction of the Minister, CLBC was able to be more responsive to requests for service, improving communication with individuals and families and attending to the needs of transitioning youth. The impact of increased service demand has been mitigated through the following initiatives:

- Effective and comprehensive systems to monitor and forecast new service commitments;
- Regional management focus on the multi-year impact of service commitments;
- Effective planning and prioritizing of services to avoid crisis whenever possible;
- Development of crisis response mechanisms in regions to ensure that crisis placements are of short duration and subject to a full re-evaluation once a personal plan has been developed;
- Allocating funds to provide supports to maintain family capacity and avoid more complex interventions; and
- Application of CLBC's funding guide to appropriately cost services and assist in negotiation and oversight of contracted services.

Service Provider Relationships

Service provider participation is critical for the successful implementation of CLBC's service delivery model and the processes for resource allocation, procurement, contracting and monitoring, and service re-design. In addition, service provider capacity in smaller communities continues to be a challenge as typically there are a limited number of agencies offering services and limits on the type of services available. In some areas, recruiting Home Share providers continues to be an issue. CLBC engaged service providers and mitigated capacity challenges through:

- Establishing a consultation table with unionized and non-union agencies.
- Developing, through consultation, procurement and contracting practice and language to streamline processes and enhance transparency.
- Developing, through consultation, a contract funding methodology, including a contracting model to support and promote agency-supported Home Sharing.
- Providing funding to service provider agencies to cover the incremental costs of the Municipal Pension Plan (MPP).
- Engaging with agencies and families around service re-design and creating alternative options for residential services.
- Promoting Individualized Funding as a choice for families, and
- Encouraging the introduction of new service providers into underserved markets.

Internal Organizational Capacity

CLBC continued to face considerable challenges related to the extent and pace of change it has been undertaking through the continued evolution of the service delivery model, the commitment to information management and the focus on enhanced contract monitoring. Adding to the challenge was the need to undertake service reviews to apply the new contracting and funding tools and align services to disability-related needs of the individuals supported. CLBC managed these challenges through enhanced communication with staff, effective change management processes and an investment in staff training around systems and tools, the service delivery model and innovation.

Operating Revenue & Expenses

$ millions	Actual					2011/12		More (Less) Than	
	2006/07	2007/08	2008/09	2009/10	2010/11	Budget	Actual	Budget	2010/11
Operating Revenue									
Contributions from the Province	610.3	646.0	684.4	654.9	681.0	686.4	687.5	1.1	6.5
Recoveries from the Province	12.3	29.5	27.0	50.4	-	-	-	-	-
Other income and recoveries	9.9	11.1	11.5	10.6	12.2	11.7	13.7	2.0	1.5
Amortization of capital contributions	0.5	0.9	1.3	1.8	2.4	2.9	2.6	(0.3)	0.2
Total Revenue	633.0	687.5	724.2	717.7	695.6	701.0	703.8	2.8	8.2
Operating Expenses									
Contracted Services									
Developmental Disabilities Program	528.0	559.5	590.3	619.4	639.7	639.2	643.8	4.6	4.1
Personalized Supports Initiative	-	-	-	-	1.8	5.8	6.0	0.2	4.2
Children's Services	55.1	73.7	73.8	41.1	-	-	-	-	-
Provincial Services	4.3	4.5	4.3	4.5	4.6	4.7	4.7	-	0.1
Regional Operations & Administration	44.6	48.4	52.7	49.5	46.0	48.0	46.2	(1.8)	0.2
Capital asset amortization	0.9	1.4	1.8	2.5	3.2	3.3	3.1	(0.2)	(0.1)
Total Expense	632.9	687.5	722.9	717.0	695.3	701.0	703.8	2.8	8.5
Annual Surplus	0.1	-	1.3	0.7	0.3	-	-	0.0	(0.3)
Capital Expenditures	4.1	3.2	3.6	2.6	3.4	4.8	3.8	(1.0)	0.4
Total Debt	0.8	0.8	0.7	0.5	0.3	0.2	0.2	-	(0.1)
Accumulated Surplus	1.5	1.5	2.8	3.5	3.7	3.6	3.7	0.1	-

Note 1: The 2011/12 Budget is as presented in the 2011/12 Service Plan

2011/12 Operating Results

CLBC closed the year ended March 31, 2012 with a balanced budget. Savings of $21.2 million realized on existing contracted services, along with new provincial funding of $6 million and the re-allocation of $2.9 million of PSI funding, enabled CLBC to manage the annualizing costs of services implemented in 2010/11 and provide an additional $25.1 million in services in the year, that enhance the lives of 1,875 supported individuals.

Operating Revenue

Additional, unbudgeted, Operating Contributions of $8.9 million were approved in September 2011 to address the health and safety requirements of individuals with developmental disabilities. Part of this amount was funded through the re-direction of $2.9 million of PSI Contributions, in line with estimated demand levels for that initiative. The balance was provided through access to government contingencies. MPP costs were lower than originally estimated for 2011/12 and recoveries of overpayments related to 2010/11 reduced the funding required further, such that MPP funding requirements were $5.4 million lower than budgeted. Variances in the planned deferral of restricted funding make up the balance of the $1.1 million by which Operating Contributions for 2011/12 exceeded budget.

The increase of $6.5 million in contributions compared to 2010/11 is made up of the $8.9 million in additional health and safety funding and a $3.1 million increase in PSI funding, offset by a $4.1 million reduction in the utilization of restricted funding and a $1.4 million reduction in MPP funding.

The following table illustrates the relationship between the contributions from the province recorded as operating revenue and the total amount of provincial government transfers received by CLBC.

Other income and recoveries were over budget by $2.0 million and were $1.5 million higher than in 2010/11, principally due to health authority cost share agreements on new services implemented.

Contracted Services – Adults with Developmental Disabilities

Total expenditures on services for adults with developmental disabilities were $643.8 million which was $4.6 million more than budgeted and $4.1 million more than in 2010/11.

Extensive reviews of existing contracted services were undertaken throughout 2010/11 and in 2011/12 to optimize service and more closely align supports with individuals' disability-related needs. In 2011/12, this resulted in $21.2 million of savings (just over 3 per cent of total

Contributions from the Province

	Actual					Budget	Actual
$ millions	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2011/12
Voted Appropriation							
Base Funding	559.9	591.9	624.8	661.4	670.7	670.7	673.6
Children's Services	52.1	54.6	61.6	-	-	-	-
Personalized Supports Initiative	-	-	-	1.4	4.3	10.3	7.4
	612.0	646.5	686.4	662.8	675.0	681.0	681.0
Access to Contingencies							
MPP Funding	-	-	-	-	9.1	13.1	7.7
Health and Safety	-	-	-	-	-	-	6.0
Total Government Transfers	612.0	646.5	686.4	662.8	684.1	694.1	694.7
Restricted Contributions - Operating	-	-	-	(4.6)	2.4	(2.9)	(2.4)
Restricted Contributions - Capital	(1.7)	(0.5)	(2.0)	(3.3)	(5.5)	(4.8)	(4.8)
Operating Contributions	610.3	646.0	684.4	654.9	681.0	686.4	687.5

expenditures on services to adults with developmental disabilities) being realized from existing contracts in the fiscal year, annualizing to $27.7 million. These resources, together with the $8.9 million in additional provincial contributions, were applied to fund the annualizing cost of services implemented in 2010/11 with the balance re-invested in $25.1 million (annualizing to $44.6 million) of new services and required support increases implemented in 2011/12 to enhance the lives of 1,875 individuals. The savings realized directly benefitted 1,300 individuals who received much needed supports within the year.

Overall contracted service costs for individuals with developmental disabilities exceeded budget by $4.8 million (0.8 per cent) primarily due to the addition of $8.9 million in new funding offset by MPP costs being $3.4 million lower than anticipated.

Contracted service costs were $4.1 million higher than in 2010/11 principally due to $25.1 million in new services being implemented within the year, offset by $21.2 million reduction in spending realized from service re-design to align services and costs with the disability-related needs. Other factors include a reduction in MPP costs and an increase in Health Authority recoveries, both of which result in flow-through increased expenditures, while not impacting net costs.

Referring to the above table, with a caseload growth for 2011/12 of 5.6 per cent (a net increase of 760 individuals), CLBC implemented 3,374 new services or required support increases to enhance the lives of 1,875 individuals. These services had a cost in the fiscal year of $25.1 million and an annualized cost of $44.6 million, with an average cost per person of $23,800, similar to the previous two years. The resulting average annual cost of all individuals in CLBC's caseload was $46,400 in 2011/12 continuing the incremental decline experienced over the last five years.

Contracted Services – Personalized Supports Initiative

At the end of the second full year in operation, 341 adults are now registered as eligible for service with CLBC through the Personalized Supports Initiative. A total of 520 new services were implemented in 2011/12 benefitting 207 individuals at a cost of $3.3 million within the fiscal year and annualizing to $4.8 million ongoing. Overall program expenditures for the year are very close to plan at $6.0 million. This is an increase of $4.2 million over last year due the new services put in place within the year plus the annualization of services implemented in 2010/11.

Adult Contracted Program Services for Individuals with Developmental Disabilities

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Total Number of Eligible Individuals at year end	10,400	11,356	12,015	12,715	13,481	14,241
% increase from previous year	4.6%	9.2%	5.8%	5.8%	6.0%	5.6%
New Services & Required Support Increases Implemented						
Number of services	1,898	1,955	2,305	3,547	2,231	3,374
Number of individuals supported	1,229	1,203	1,376	2,250	1,361	1,875
Cost within the fiscal year ($ millions)	18.5	18.3	25.4	36.0	21.6	25.1
Annual cost of service ($ millions)	27.3	21.7	34.3	53.3	31.5	44.6
Average annual cost per person ($000s)	22.2	18.0	24.9	23.7	23.1	23.8
Contracted Service Savings						
Saving within the fiscal year ($ millions)	6.6	8.1	9.5	15.7	28.1	21.2
Annual service saving ($ millions)	8.3	8.9	12.8	20.3	39.1	27.7
Average Annual Cost per Eligible Individual ($ thousands)	52.1	51.3	49.9	50.3	48.8	46.4

Regional Operations & Administration

At $46.2 million, expenditures on Regional Operations and Administration in 2011/12 were unchanged from the 2010/11 level, but were $1.8 million less than budgeted due primarily to a one time recovery on information technology network infrastructure costs dating back to the prior fiscal year and totaling $1.1 million. Savings in several other areas including travel, professional services and building occupancy costs also contributed to ending the year under budget.

Capital Expenditures

CLBC capital expenditures relate to information systems, leasehold improvements, furniture, and vehicles. CLBC receives capital contributions from the Province annually. The contributions are deferred and amortized to income over the life of the assets acquired with the funds.

CLBC received $4.8 million in capital contributions from the Province and expended $3.8 million on capital additions in the year, of which $3.3 million was for information systems.

The Information Resource Management Plan guides CLBC's information systems investment. This multi-year plan, which is reviewed and approved by the CLBC Board of Directors and the Ministry of Social Development annually, continues to implement an integrated suite of applications and its supporting infrastructure. The integrated solution manages the provision of services to over 14,000 individuals through approximately 5,000 contracts with 3,100 service providers across the Province. Major components of the systems delivery and maintenance plan are:

- Service Delivery Management system (PARIS)
- Contract Management System (Upside)
- Data Warehouse and Decision Support Systems (Sequel Server)
- Vendor Document Management (Sharepoint)
- System Infrastructure (Data Centre)
- Staff Portal (Telerik)

The integrated solution continues to support the electronic environment with more effective corporate reporting tools to facilitate informed decision-making.

Development is underway in government to establish a common case management system across multiple Ministries and public sector entities, known as Integrated Case Management (ICM). CLBC is participating in a joint FIT/GAP analysis to determine the feasibility and timing of participating in ICM. The nature of further development and enhancements to some of CLBC's reporting, contracting and procurement systems will be impacted by the outcome of that analysis.

Accumulated Surplus and Liquidity

Cash balances at March 31, 2012 amounted to $22.7 million, an increase of $4.0 million from the previous year due to the timing of the receipt of contributions from the Province. Accumulated Surplus was unchanged at $3.7 million.

Data Integrity

Operational and statistical data on the number of individuals eligible and registered with CLBC, services requested, new and enhanced services provided and the nature and type of contracts and resources under contract to CLBC continues to be provided through a mix of business systems and manual processes. Improvements have been made in the manual controls around data capture on adult new and enhanced service/ savings data, residential services and demographics of individuals. A recent audit has indicated a significant deficiency in the reliability of information on requested services and management is implementing controls to improve data quality. Data on the eligibility and demographics of individuals presenting for service since the implementation of CLBC's service delivery management system in July 2006 has been externally reviewed and verified. Other improvements continue to be made as data collection becomes part of automated business processes developed within CLBC's operational systems for service delivery management and contract management.

Future Outlook

CLBC's 2012/13 Service Plan projects growth in caseload of 5.1 per cent, 4.7 per cent and 4.5 per cent in the three years to 2014/15. The Plan reflects an increase in operating contributions from the Province in each of the three years of the Plan. For 2012/13 these increases include $17.8 million in new contributions to address the annualized cost of services implemented in 2011/12 and $12 million to ensure health and safety services can be provided as caseload growth continues. In addition, new funding of $10 million in each of the three years of the plan has been provided to the Ministry of Social Development for youth transition and employment services. The Ministry has been directed to work with CLBC and other Ministries to utilize these funds to develop youth transition, employment and other services. In 2012/13, $6.4 million of this $10 million has been provided to CLBC for youth transition and is included in the forecast revenue. While the forecast in the table below includes the $10 million in each of 2013/14 and 2014/15, the proportion that will be provided to CLBC has not yet been determined. Other year to year variances relate to differences in the level of restricted funding, changes to anticipated income from other sources and the move to an ongoing level of funding for MPP.

CLBC has developed an operating plan to manage the available funding in 2012/13 and will closely monitor the service needs of transitioning youth and the health and safety service requirements of the growing caseload. However, as most services are on-going, the annualized cost of services implemented in 2012/13 is expected to increase funding requirements by over $16 million in 2013/14.

The table below presents the actual and projected growth in CLBC's caseload of adults with developmental disabilities, and the summary revenues and expenditures for the period based on currently approved funding levels.

In the fall of 2011, two reviews of CLBC were commissioned. The first, a review by the Internal Audit & Advisory Services of the Office of the Comptroller General, found that CLBC funds were well managed and that the agency looks for cost effective and innovative ways to manage taxpayer funds. The second, the Deputy Ministers' Working Group, concluded that CLBC's service delivery model was sustainable, but requires improvements in a number of areas. The review made recommendations which include:

- Implement a more consistent cross Ministry assessment platform
- Use an integrated system to track demand, wait times and service delivery
- Increase focus on transition supports, employment services and individualized funding
- Support ongoing innovation in the community living sector, particularly those developed by individuals and families

The financial impact of these recommendations cannot be determined at this time and are not reflected in the financial outlook presented above.

Forecast Demand & Expenditures

	Actual						Forecast		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Service Demand (DD)									
% Increase in Eligible Adults	4.6%	9.2%	5.8%	5.8%	6.0%	5.6%	5.1%	4.7%	4.5%
Revenue & (Expenditure) - $ millions									
Revenues	633	688	724	718	696	704	748	755	766
Contracted Services - Adult Developmental Disabilities	(528)	(560)	(591)	(619)	(640)	(644)	(678)	(684)	(694)
Personal Supports Initiative					(2)	(6)	(10)	(10)	(10)
Contracted Services - Children	(55)	(74)	(74)	(41)	-	-	-	-	-
Provincial Services	(4)	(4)	(4)	(5)	(5)	(5)	(5)	(5)	(5)
Other Operations & Administration	(46)	(50)	(54)	(52)	(49)	(49)	(55)	(56)	(57)
Annual Surplus	-	-	1	1	-	-	-	-	-

Audited Financial Statements

Management's Report

Management's Responsibility for the Financial Statements

The financial statements of Community Living British Columbia as at March 31, 2012, March 31, 2011, and April 1, 2010, and for the years ended March 31, 2012 and 2011 have been prepared by management in accordance with the basis of accounting discussed in Note 2(a), and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Board of Directors ("Board") are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board reviews internal financial statements on a regular basis and external audited financial statements yearly. The Board also discusses any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, Deloitte & Touche LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Community Living British Columbia and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on these financial statements.

On behalf of Community Living British Columbia

Doug Woollard
Interim Chief Executive Officer

Richard Hunter
Vice President Corporate Services

Auditor's Report

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Independent Auditor's Report

To the Board of Directors of Community Living British Columbia, and
to the Minister of Social Development, Province of British Columbia

We have audited the accompanying financial statements of Community Living British Columbia, which comprise the statements of financial position as at March 31, 2012, March 31, 2011 and April 1, 2010, and the statements of operations, changes in net debt and cash flows for the years ended March 31, 2012 and March 31, 2011, and the notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

Auditor's Report (continued)

Opinion

In our opinion, the statements of financial position of Community Living British Columbia as at March 31, 2012, March 31, 2011 and April 1, 2010 and the statements of operations, changes in net debt and cash flows for the years ended March 31, 2012 and March 31, 2011 are prepared, in all material respects, in accordance with section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

We draw attention to Note 2 (a) to the financial statements which describes the basis of accounting used in the preparation of these financial statements and the significant difference between the basis of accounting and Canadian Public Sector Accounting Standards. Our opinion is not qualified in respect of this matter.

Deloitte & Touche LLP

Chartered Accountants
Vancouver, British Columbia
May 23, 2012

Statement of Financial Position

(Expressed in thousands of dollars)
As at March 31

	2012	2011 (restated- Note 2a)	April 1, 2010
Financial Assets			
Cash	$ 22,720	$ 18,703	$ 22,512
Accounts receivable	9,833	7,405	1,450
Retiring allowance amounts receivable (Note 4a)	930	944	1,107
	33,483	27,052	25,069
Liabilities			
Accounts payable and accrued liabilities	15,131	13,214	13,101
Salaries, wages and benefits payable	4,380	3,770	3,347
Employee leave liability payable	1,205	998	1,075
Accrued retiring allowance liabilities (Note 4a)	1,308	1,295	1,335
Capital lease obligations (Note 5)	210	322	464
Deferred operating contributions (Note 6)	4,721	2,275	4,621
Unspent deferred capital contributions (Note 7)	3,523	2,606	1,113
Deferred capital contributions used to purchase tangible capital assets (Note 7)	10,174	8,989	7,391
	40,652	33,469	32,447
Net Debt	(7,169)	(6,417)	(7,378)
Non-Financial Assets			
Tangible capital assets (Notes 7 & 8)			
Funded by capital contributions	10,174	8,989	7,391
Unfunded	692	1,128	3,251
	10,866	10,117	10,642
Prepaid expenses	51	48	215
	10,917	10,165	10,857
Accumulated Surplus (Note 9)	$ 3,748	$ 3,748	$ 3,479

Commitments and contingencies (Note 14)

Approved on behalf of the Board:

Denise Turner
Chair

Arn van Iersel
Finance & Audit Committee Chair

The accompanying notes are an integral part of these financial statements.

Statement of Operations

(Expressed in thousands of dollars)
For the years ended March 31

	2012 Budget (Note 15)	2012 Actual	2011 Actual (restated- Note 2a)
Revenues:			
Operating contributions from the Province of British Columbia (Note 6)	$ 686,359	$ 687,458	$ 680,950
Cost sharing agreements with regional health authorities	11,000	12,455	11,020
Interest income	466	731	593
Other income	292	521	589
Amortization of deferred capital contributions (Note 7)	2,863	2,658	2,409
	700,980	703,823	695,561
Expenses: (Note 13)			
Contracted services			
Developmental Disablilities program	639,188	643,779	639,744
Personalized Supports Initiative program	5,763	6,023	1,814
Provincial services	4,688	4,693	4,587
Regional operations & administration	48,059	46,234	45,992
Amortization of tangible capital assets	3,282	3,094	3,155
	700,980	703,823	695,292
Annual surplus	-	-	269
Accumulated surplus at beginning of year	3,748	3,748	3,479
Accumulated surplus at end of year	$ 3,748	$ 3,748	$ 3,748

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Net Debt

(Expressed in thousands of dollars)
For the years ended March 31

	2012 Budget (Note 15)	2012 Actual	2011 Actual
Annual surplus	$ -	$ -	$ 269
Acquisition of tangible capital assets		(3,843)	(3,370)
Amortization of tangible capital assets	3,282	3,094	3,155
Loss on disposal of tangible capital assets		-	740
		(749)	525
(Increase) decrease in prepaid expenses		(3)	167
(Increase) decrease in net debt		(752)	961
Net debt at the beginning of year		(6,417)	(7,378)
Net debt at the end of year		$ (7,169)	$ (6,417)

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows

(Expressed in thousands of dollars)
For the years ended March 31

	2012	2011 (restated- Note 2a)
Cash provided by (used in):		
Operating activities:		
Annual surplus	$ -	$ 269
Items not involving cash:		
Amortization of deferred capital contributions	(2,658)	(2,409)
Amortization of tangible capital assets	3,094	3,155
Loss on disposal of tangible capital assets	-	740
	436	1,755
Changes in non-cash working capital	2,776	(7,552)
	3,212	(5,797)
Financing activities:		
Additions to deferred capital contributions	4,760	5,500
Reduction in obligations under capital leases	(112)	(142)
	4,648	5,358
Capital activities:		
Purchase of tangible capital assets	(3,843)	(3,370)
	(3,843)	(3,370)
Increase (decrease) in cash	4,017	(3,809)
Cash, beginning of year	18,703	22,512
Cash, end of year	$ 22,720	$ 18,703
Supplemental information:		
Interest received	$ 731	$ 589
Interest paid	$ 12	$ 19

The accompanying notes are an integral part of these financial statements.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

1. Authority and purpose

Community Living British Columbia ("CLBC") was established on July 1, 2005 under the Community Living Authority Act as a Crown Agency of the Province of British Columbia.

CLBC is accountable to the provincial government through the Minister of Social Development (the "Minister") and is mandated to provide a variety of community living supports and services for adults with developmental disabilities, and their families. CLBC manages these supports and services which are provided through contractual arrangements between CLBC and individuals and agencies throughout the Province of British Columbia. CLBC is responsible for directing operations, enforcing standards, and managing funds and services. The Minister is responsible for the legislative, regulatory and public policy framework within which CLBC operates.

CLBC is dependent on the Ministry of Social Development ("MSD") to provide sufficient funding to continue operations.

CLBC is exempt from both federal and provincial income and capital taxes under the Community Living Authority Act.

2. Significant accounting policies

a) Basis of accounting:

These financial statements have been prepared in accordance with section 23.1 of the Budget Transparency and Accountability Act of British Columbia that requires the accounting policies and practices of government organizations to conform to generally accepted accounting principles for senior governments in Canada, as modified by any alternative standard or guideline that is made by the Treasury Board. The Canadian Public Sector Accounting Standards ("PSAS") are the generally accepted accounting principles for senior governments in Canada.

In November 2011, a Treasury Board regulation was issued that requires tax-payer supported organizations to adopt the accounting policies for capital contributions and other restricted contributions described in note 2(b). These accounting policies are significantly different from PSAS which requires that government transfers with stipulations be recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability. Any such liability is reduced, and an equivalent amount of revenue is recognized, as the liability is settled.

CLBC has adopted the basis of accounting described above effective April 1, 2011. Comparative figures have been restated to conform to this new basis of accounting.

First-time adopters of PSAS are allowed certain exemptions under Canadian Institute of Chartered Accountants ("CICA") Public Sector Handbook Section PS 2125 – *First-Time Adoption by Government Organizations*. As permitted by PS 2125.09 and .10, CLBC has delayed the application of PS 3255 – *Post-Employment Benefits, Compensated Absences and Termination Benefits* relative to the discount rate used to value post-employment benefits until the date of the next actuarial valuation, and has recognized cumulative actuarial gains & losses at the date of transition to the accumulated surplus as of April 1, 2010. As permitted by PS 2125.14, CLBC has elected not to re-assess the impact of PS 3150 – *Tangible Capital Assets* on write-downs of tangible capital assets that have been taken prior to the date of transition to PSAS.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

CLBC has early-adopted the accounting standards contained in PS 1201 – *Financial Statement Presentation*, PS 3410 – *Government Transfers* (in respect of government transfers without stipulations), PS 2601 – *Foreign Currency Translation* and PS 3450 – *Financial Instruments*. PS 2601 and PS 3450 do not permit restatement of prior period amounts including comparative amounts in these financial statements which were prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations, the accounting standards in force for the March 31, 2011 financial statements.

The adoption of the basis of accounting described above did not result in adjustments to the previously reported annual surplus for the year ended March 31, 2011 or the accumulated surplus as of April 1, 2010 and March 31, 2011.

The basis of accounting that CLBC has adopted is different from PSAS with respect to the timing of revenue recognition for government transfers. If CLBC had recorded government transfers under PSAS rather than the accounting policy described in note 2(b), capital contributions recognized as revenue and the annual surplus for the year ended March 31, 2012 would have increased by $1,185 (March 31, 2011 - $1,598). Consequentially, as at March 31, 2012, deferred capital contributions used to purchase tangible capital assets would have decreased and the accumulated surplus would have increased by $10,174 (March 31, 2011 – $8,989) (April 1, 2010 - $7,391). Under PSAS, the total cash flows from operating, financing, and capital transactions for the years ended March 31, 2012 and 2011 would have been the same as reported in these financial statements.

Had CLBC adopted PSAS together with the not-for-profit provisions, another alternative basis of accounting permitted under Canadian generally accepted accounting principles, capital contributions recognized as revenue and the annual surplus for each year would have been the same as reported in these financial statements. Further, deferred capital contributions used to purchase tangible capital assets would have been the same as reported in these financial statements.

b) Revenue recognition:

Operating contributions from the Province of British Columbia without stipulations are accounted for in accordance with PS 3410 – *Government Transfers*. Under PS 3410, such contributions are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met.

Government transfers received for the purpose of developing or acquiring a depreciable tangible capital asset are deferred and recognized as revenue at the same rate as the amortization, and any impairment, of the tangible capital asset.

For other government transfers that are subject to stipulations, revenue is recognized in the period when the stipulation a transfer is subject to is met.

Cost sharing agreements with regional health authorities, interest income and other income are recognized as revenue in the period the transactions or events giving rise to the revenues occur.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

c) Financial instruments:

Financial instruments include cash, accounts receivable, accounts payable, accrued liabilities, salaries, wages and benefits payable.

As at March 31, 2012 and for the year then ended, financial instruments are accounted for in accordance with PS 3450. Accounts receivable are carried at cost less a valuation allowance. Accounts payable, accrued liabilities, salaries, wages and benefits payable are carried at cost or an estimate thereof. The carrying amounts of financial instruments approximate fair value.

As at March 31, 2011 and for the year then ended and as at April 1, 2010, financial instruments are accounted for in accordance with CICA Handbook Section 3855 – *Financial Instruments – Recognition and Measurement* and CICA Handbook Section 3861 – *Financial Instruments – Disclosure and Presentation* as were in force as at March 31, 2011.

d) Tangible capital assets:

Tangible capital assets are initially recorded at cost. When the future economic benefit provided by a tangible capital asset has permanently declined below its book value, the carrying value of the asset is reduced to reflect the decline in value. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease term at the following rates:

Tangible Capital Asset	Rate
Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3-5 years

Assets acquired under capital leases are amortized over the lesser of the estimated life of the asset and the lease term.
Systems development work-in-progress represents the unamortized costs incurred for the development of information technology which is not substantially complete. On completion, the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

e) Employee future benefits:

Liabilities are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method prorated on service. That method incorporates management's best estimate of future salary levels, retirement ages of employees, and other actuarial factors.

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

3. Measurement uncertainty

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of allowances for doubtful accounts, retiring allowance amounts receivable, accrued liabilities, employee leave liability payable, accrued retiring allowance liabilities and the useful lives of tangible capital assets. Actual results could differ from these estimates.

4. Employee future benefits

a) Employee retiring allowance benefits:

Employees with 20 years of service and having reached a certain age are entitled to receive certain lump sum payments upon retirement. These retiring allowance benefit payments are based upon final salary levels and the number of years of service.

Where employees of CLBC have accrued service with other British Columbia government organizations, under an agreement between CLBC and the Public Service Agency (PSA) of the British Columbia government, the portion of retiring allowance benefits attributable to periods of employee service other than at CLBC, is recoverable from PSA.

Retiring allowance liabilities and the related receivable from PSA as of March 31, 2012 and 2011 are based on an actuarial valuation at March 31, 2011. The next actuarial valuation will be at March 31, 2014.

	March 31, 2012	March 31, 2011	April 1, 2010
Benefit obligation	$ 1,308	$ 1,295	$ 1,335
Amount recoverable from PSA	$ 930	$ 944	$ 1,107
Assumed discount rate	4.50%	4.50%	6.75%
Assumed rate of compensation increase	3.75%	3.75%	4.00%
Benefit expense	$ 87	$ 79	
Benefits paid	$ 113	$ 119	

b) Employee pension benefits:

CLBC and its employees contribute to the Public Service Pension Plan (the "Plan"). The British Columbia Pension Corporation administers the Plan, including payments of pension benefits to employees. The Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation, at March 31, 2011, disclosed an actuarial deficit of $275,000. The next actuarial valuation will be at March 31, 2014.

CLBC contributions to the Plan of $2,426 were expensed during the year ending March 31, 2012 (2011 - $2,317).

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

5. Capital lease obligations

The minimum future lease payments under capital leases are as follows:

	2012	2011
Year ending March 31,		
2012	$ -	$ 122
2013	105	107
2014	74	76
2015	24	24
2016	12	12
2017 and beyond	-	-
	$ 215	$ 341
Less amount representing interest	5	19
Present value of capital lease obligations	$ 210	$ 322

6. Deferred operating contributions

Deferred operating contributions represent unspent amounts received from the Province of British Columbia that are restricted for specific operating purposes. Amounts amortized to revenue in the Statement of Operations are recorded as operating contributions from the Province of British Columbia.

	2012	2011
Deferred operating contributions, beginning of year	$ 2,275	$ 4,621
Restricted operating contributions received	16,310	4,310
Amounts amortized to revenue	(13,864)	(6,656)
Deferred operating contributions, end of year	$ 4,721	$ 2,275

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

7. Deferred capital contributions

Deferred capital contributions:	2012			
	Spent	Unspent	Total	2011
Balance beginning of year	$ 8,989	$ 2,606	$ 11,595	$ 8,504
Contributions received	-	4,760	4,760	5,500
Contributions used to purchased tangible capital assets	3,843	(3,843)	-	-
Amortized to revenue	(2,658)	-	(2,658)	(2,409)
Balance end of year	$ 10,174	$ 3,523	$ 13,697	$ 11,595

Funded and unfunded tangible capital assets at net book value:	2012			
	Funded	Unfunded	Total	2011
Balance beginning of year	$ 8,989	$ 1,128	$ 10,117	$ 10,642
Purchases	3,843	-	3,843	3,370
Amortization	(2,658)	(436)	(3,094)	(3,155)
Disposals	-	-	-	(740)
Balance end of year	$ 10,174	$ 692	$ 10,866	$ 10,117

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

8. Tangible capital assets

	Leasehold improve-ments	Vehicles under capital lease	Vehicles	Furniture and equipment	Information systems hardware /software	Systems develop. work-in-progress	Total
Cost:							
Balance April 1, 2010	$ 1,788	$ 921	$ 105	$ 764	$ 10,148	$ 3,481	$ 17,207
Additions	-	-	-	112	-	3,258	3,370
Disposals	-	(21)	-	-	-	(740)	(761)
Transfers	-	-	-	-	2,310	(2,310)	-
Balance March 31, 2011	1,788	900	105	876	12,458	3,689	19,816
Additions	113	-	155	305	3	3,267	3,843
Disposals	-	(112)	-	(2)	-	-	(114)
Transfers	-	(77)	77	-	5,224	(5,224)	-
Balance March 31, 2012	$ 1,901	$ 711	$ 337	$ 1,179	$ 17,685	$ 1,732	$ 23,545
Accumulated Amortization:							
Balance April 1, 2010	$ 1,136	$ 457	$ -	$ 437	$ 4,535	$ -	$ 6,565
Additions	209	142	15	163	2,626	-	3,155
Disposals	-	(21)	-	-	-	-	(21)
Transfers	-	-	-	-	-	-	-
Balance March 31, 2011	1,345	578	15	600	7,161	-	9,699
Additions	182	112	15	133	2,652	-	3,094
Disposals	-	(112)	-	(2)	-	-	(114)
Transfers	-	(77)	77	-	-	-	-
Balance March 31, 2012	$ 1,527	$ 501	$ 107	$ 731	$ 9,813	$ -	$ 12,679
Net Book Value							
April 1, 2010	$ 652	$ 464	$ 105	$ 327	$ 5,613	$ 3,481	$ 10,642
March 31, 2011	$ 443	$ 322	$ 90	$ 276	$ 5,297	$ 3,689	$ 10,117
March 31, 2012	$ 374	$ 210	$ 230	$ 448	$ 7,872	$ 1,732	$ 10,866

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

9. Share capital

CLBC has issued and registered to the Minister of Finance one share with a par value of ten dollars which is included in accumulated surplus.

10. Financial instruments

It is management's opinion that CLBC is not exposed to significant credit, currency, interest rate, liquidity and market risks relating to the valuation of financial instruments.

CLBC has minimal exposure to credit risk associated with cash and accounts receivable. Cash is held in a savings account and is insured by the Credit Union Deposit Insurance Corporation. CLBC routinely monitors receivables for credit risk through analysis of the nature, terms and aging of receivables.

Accounts receivable, accounts payable, accrued liabilities, salaries, wages and benefits payable are recoverable or payable within one year.

11. Related party transactions

CLBC is related through common control to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are considered to be in the normal course of operations and are recorded at their fair market value.

Revenues derived from related parties are disclosed in the Statement of Operations. The amounts of related party transactions included within expenses are as follows:

	2012	2011
Contracted services		
Developmental Disabilities program	$ 6,921	$ 6,578
Personal Supports Initiative program	59	4
Provincial services	1,149	1,137
Regional operations & administration	10,966	10,813

In addition to those amounts disclosed on the Statement of Financial Position, other amounts receivable from or payable to related parties at the end of each fiscal year were:

	2012	2011	2010
Accounts receivable	$ 240	$ 4,453	$ 390
Accounts payable and accrued liabilities	3,121	5,763	6,622
Salaries, wages and benefits payable	119	89	69
Prepaid expenses	39	39	39

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the years ended March 31, 2012 and 2011

12. Segment Reporting

CLBC operates in one business segment which is providing supports and services to adults living in British Columbia who are either developmentally disabled or have a significant limitation in adaptive functioning along with a diagnosis of Fetal Alcohol Spectrum Disorder or Pervasive Development Disorder (Personal Supports Initiative).

13. Expenses by Object

	2012	2011
Contracted program services	$ 649,802	$ 641,558
Contracted achievement travel	1,108	1,100
Compensation and benefits	35,331	33,628
Building occupancy costs	5,148	4,709
General expenses	4,484	5,096
Communications and information technology	3,111	4,185
Administration costs	1,745	1,861
Amortization of tangible capital assets	3,094	3,155
	$ 703,823	$ 695,292

14. Commitments and contingencies

a) Operating lease commitments:

CLBC leases premises and equipment under operating leases. Minimum future lease payments as at March 31, 2012 are as follows:

Year ending March 31,	
2013	5,044
2014	4,539
2015	4,164
2016	3,463
2017 and beyond	2,247

b) Litigation:

The nature of CLBC's activities is such that there is occasional litigation where CLBC is named as defendant. With respect to known claims, management is of the opinion that it has valid defences and appropriate insurance coverage in place, or if there is unfunded risk, such claims are not expected to have a material effect on CLBC's financial position and results of operations. Where it is determined that a liability exists and the amount can be reasonably determined, the amount is recorded as an accrued liability and an expense.

15. Budgeted figures

Budgeted figures are provided for comparison purposes and represent the approved budget as disclosed in the CLBC 2011/12 Service Plan. The budget is not subject to audit.

Glossary of Terms

Accreditation
Accreditation is a way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/ peer reviewers from the Commission on Accreditation of Rehabilitation Facilities (a third party accrediting body) check an organization against national or international standards.

Advisory Committee
The Advisory Committee is made up of people with a developmental disability and family members and assists the Board with governance and decision making by providing information on issues that have provincial implications for CLBC.

Analyst
A CLBC staff member who makes decisions on requests for funding and/or services and monitors contracts, develops increased provider capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

Community Council
A voluntary body established in communities across the province whose role includes collaborating with community partners to support the full participation of people with developmental disabilities in their communities.

Community Inclusion Services
Activities funded by CLBC that an individual can participate in within their home community, such as employment services, individualized supports and community based programs.

Community Living Authority Act
An Act of B.C.'s legislature that provides the legal basis for CLBC.

Developmental Disability
Presence of a developmental disability is determined through an assessment provided by a registered or certified psychologist.

Direct Family Support
Services provided by private or non-profit contractors that may include counselling, support, networking and referrals. Advocacy, educational workshops and partnership building are also important components of this work.

Direct Funding
A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

Facilitator
A CLBC staff member who confirms eligibility, provides information, advice and practical support to eligible individuals and families, to assist them in developing and implementing individual support plans.

Generic Services
Services, supports, medical treatment or lifestyle choices that are available to the general public. Examples are public transportation systems, community recreation programs and hospitals.

Home Sharing
A living situation where an adult eligible for CLBC supports shares a home with a person contracted to provide support and assistance.

Informal Community Supports
Support provided by family, friends, neighbours and community members that can include friendship as well as practical, emotional, psychological and material support.

Individualized Funding
Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in a support plan. The amount of funding is based on the person's identified disability-related needs.

Individual Support Plan
A plan that identifies how the person's disability-related needs will be met, and what their goals are for living in community. Adult individuals can develop the plan on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors.

Live-In Support
A residential service where the person with a developmental disability owns his or her own home, but has a live-in caregiver paid either directly or through an agency. The caregiver may provide: self-care assistance, relationship building skills, life skills training, meals, access to community resources and other activities as defined in an individual support plan. In this arrangement, caregivers are expected to contribute to the cost of their housing directly or in kind.

Microboard
A small non-profit society created to address an individual's unique planning and support needs.

Person-Centred Planning
An approach to planning in which the process is controlled by the person and their family. The support plan is totally individual and creates a comprehensive portrait of the person and what they want to do with their life. It brings together all of the people who are important to the person including family, friends, neighbours, support workers and other professionals involved in their life.

Personalized Supports Initiative (PSI)
CLBC has introduced the Personalized Supports Initiative (PSI) to provide services and supports to a new group of adults. Adults with both significant limitations in adaptive functioning and either a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or a diagnosis of a Pervasive Developmental Disorder (PDD) may be eligible to receive services through the PSI.

Safeguards
Mechanisms that are used to ensure people are kept safe and not put at increased risk because of their vulnerabilities. Safeguards include formal safeguards such as those provided by community care licensing, accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness.

Service Provider
An individual, company or non-profit agency that provides services for individuals and/or families under contract with CLBC.

Social Media
Internet and mobile based tools for sharing and discussing information including blogs, wikis, social networking sites such as Facebook and LinkedIn, Twitter, Flickr, YouTube, podcasts and message boards. Social media includes text, pictures, video and audio.

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